



City and County of Swansea

Notice of Meeting

You are invited to attend a Meeting of the

Equalities & Future Generations Policy Development Committee

At: Remotely via Microsoft Teams

On: Tuesday, 29 September 2020

Time: 2.00 pm

Chair: Councillor Louise Gibbard

Membership:

Councillors: C Anderson, J A Hale, D W Helliwell, T J Hennegan, P K Jones, M Sherwood, P B Smith, L J Tyler-Lloyd and L V Walton

Co-opted Member: Y V Jardine

Watch Online: <https://bit.ly/3bEe5h7>

Webcasting: This meeting may be filmed for live or subsequent broadcast via the Council's Internet Site. By participating you are consenting to be filmed and the possible use of those images and sound recordings for webcasting and / or training purposes.

Agenda

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| 1 Apologies for Absence. | |
| 2 Disclosures of Personal & Prejudicial Interests. www.swansea.gov.uk/disclosureofinterests | |
| 3 Minutes. To approve and sign the Minutes of the previous meeting(s) as a correct record. | 1 - 4 |
| 4 Energy Strategy Update. | 5 - 48 |
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Next Meeting: Thursday, 1 October 2020 at 12.10 pm

Huw Evans

Huw Evans

Head of Democratic Services

Tuesday, 22 September 2020

Contact: Democratic Services - 636923

Agenda Item 3



City and County of Swansea

Minutes of the Equalities & Future Generations Policy Development Committee

Remotely via Microsoft Teams

Tuesday, 21 July 2020 at 10.00 am

Present: Councillor L S Gibbard (Chair) Presided

Councillor(s)

C Anderson
T J Hennegan
L J Tyler-Lloyd

Councillor(s)

J A Hale
P K Jones
L V Walton

Councillor(s)

D W Helliwell
M Sherwood

Officer(s)

Adrian Chard

Kate Jones
Joanne Portwood
Jonathan Wills

Strategic Human Resources and Organisational
Development Manager
Democratic Services Officer
Strategy and Policy Officer
Lead Lawyer

Also Present

Councillor Y V Jardine
Councillor E T Kirchner
Councillor A Pugh

32 Disclosures of Personal & Prejudicial Interests.

In accordance with the Code of Conduct adopted by the City and County of Swansea, no interests were declared.

33 Minutes.

Resolved that the Minutes of the Equalities & Future Generations Policy Development Committee held on the 25 February 2020 be approved and signed as a correct record.

34 Update on Co-production.

The Strategy & Policy Officer provided an update on Co-production and highlighted the following: -

- Co-production Strategic Framework – distinction between different types of consultation through to co-production
- Training programme

- Review of the Equality Impact Assessment process and developing an Integrated Impact Assessment

Questions and discussions focussed on:

- The use of co-production for the review of the Equality Impact Assessment
- What was included in the training programme and possible timescale for wider roll out
- Difference between different types of consultation – all consultations should be genuine and meaningful
- Meaning and understanding of co-production
- Whether co-production could be incorporated in the Council's Covid-19 Recovery Plan

Resolved that:

- 1) The update be noted; and
- 2) The Committee will continue to monitor co-production with regular updates particularly in respect of the Integrated Impact Assessment, the co-production training programme and inclusion of co-production in the Council's Covid-19 recovery plan.

35 Human Resources & Organisational Development Update.

The Strategic Human Resources and Organisational Development Manager presented a report on 'HR & OD Update' which highlighted the following: -

- Chwarae Teg Survey Results - Number of actions around areas of recruitment and selection; performance management; learning and development; rewards and recognition and flexible working
- Promotion of Swansea Council as an employer
- Amendments to the recruitment process to make it more accessible
- Recruitment Attraction Project
- Support to BAME Workforce during Covid-19

Questions and Discussions focussed on the following:

- Cost of Chwarae Teg Survey – Inclusive of a day's consultancy which will focus on Recruitment & Selection
- Request for sight of the survey and report
- Suitability of survey and communication to recipients on aim of the survey
- Extension of partnership working not only with BAME groups but groups that have BAME representatives
- Review of flexible working policy – Health, Safety and Wellbeing of staff working from home
- Staff awareness of policies
- Improvement of workforce data – encouragement and confidence for staff to disclose data
- Review of domestic abuse for staff policy

The Chair thanked the Strategic Human Resources and Organisational Development Manager.

Resolved that the update be noted.

36 Discussion on Black Lives Matter Motion.

The Chair referred to the Notice of Motion on Black Lives Matter that was presented to Council on the 2 July 2020.

The Committee agreed to add this item to the workplan, form a working group for this work and co-opt Councillor Yvonne Jardine to the Committee for the purposes of this item.

A discussion ensued, which focussed on the following:

- Scope of the Notice of Motion
- Importance of education and engagement
- Telling Swansea's story
- Considerations of what will make a difference for the future
- Diversity of blue plaques
- Strategy / Criteria for decision making
- Modern slavery

A number of questions had been submitted by members of the public. The Chair outlined the questions for the Committee's consideration. Questions centred around:

- Complaints received
- List of street names, landmarks, monuments to be reviewed
- Potential costs and best allocation of resources
- Categorisation of Black Lives Matter
- Engagement programme / public consultation
- Modern slavery

The Chair confirmed that she would respond formally to the questions submitted, with some questions requiring specific detail being referred to relevant Officers. The Chair noted that this work was in its very early stages and as such a number of questions could not be answered at this stage.

Resolved that:

- 1) Black Lives Matter motion be added to the workplan;
- 2) A working group on the Black Lives Matter motion be set up and report back to the Committee; and
- 3) Councillor Yvonne Jardine be co-opted to the Committee during its work on the Black Lives Matter item.

Note: Council Procedure Rule 47 "Co-opted Members" states:

"Other than provided to the contrary by statute or in the resolution authorising their

appointment or in respect of appointees to the Standards Committee, persons co-opted to the Council or to a Committee thereof shall while attending meetings be treated in all respects as though they were elected Members of the Committee save that they shall not:

- a) Count towards a quorum;
- b) Vote on any motion authorising the expenditure of money or the incurring of expense by the Council;
- c) Be eligible to serve as a Chair or Vice Chair of any Committee of the Council;
- d) Vote on any motion as to the appointment, promotion, dismissal, salary, superannuation or conditions of service of any person employed by the Council."

37 Workplan 2019/20.

The Chair presented the Work Plan 2019/20 and noted that the following items were proposed for the next meeting:

- Energy Strategy Update
- Sustainable Development Policy Update
- Feedback on Black Lives Matter Motion

Resolved that the Work Plan be updated accordingly.

The meeting ended at 11.45 am

Chair

Agenda Item 4

Equalities and Future Generations Policy Development Committee 29th September 2020

Energy Strategy 2020-2030

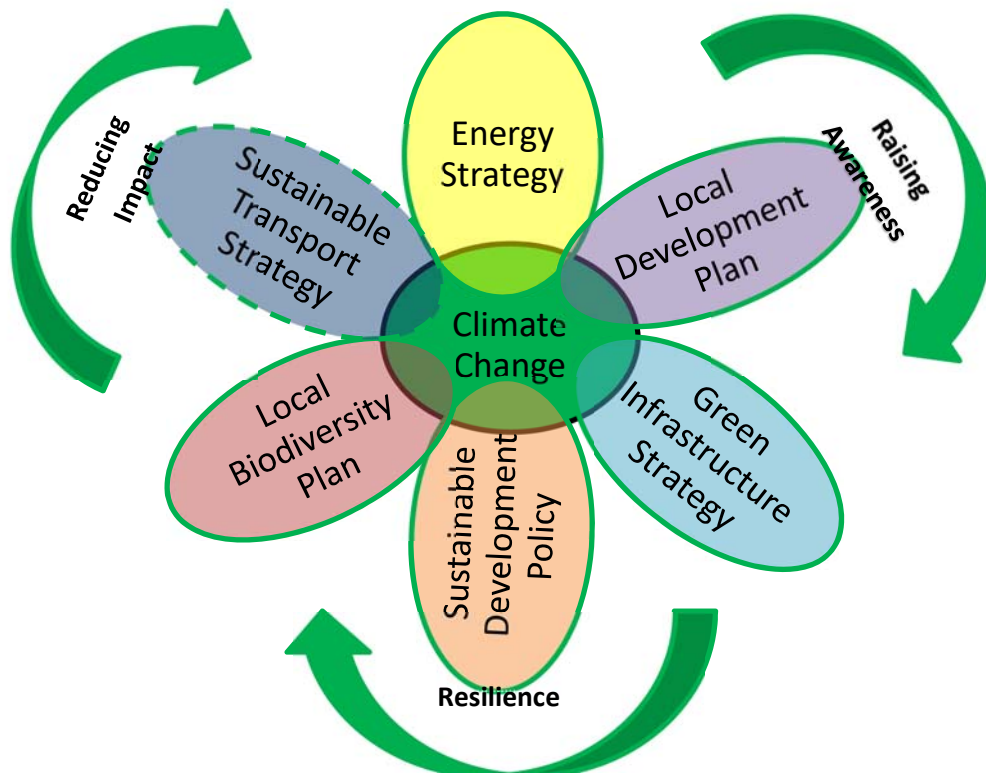
1.0 Introduction

Following presentation of the existing Energy Strategy (2016) and respective Energy & Carbon Management Plan to the Policy Development Committee on 25th February 2020, there was agreement to provide newly drafted documents to reflect the current position. This has been delayed due to the Covid 19 Pandemic. See App 1 & 3

This Energy and Carbon Management Plan will build on those existing energy saving initiatives and strategies developed from the last Energy Strategy Paper (2016), but focusing exclusively on the many aspects of energy efficiency across the Authority's owned buildings, looking at the building fabric, the building services and the management of the building (including renewable technology options). To ensure that the Plan reaches its full potential within the Authority, the establishment of the Corporate Climate Change Working Group to bring together the governance of the other six key carbon related strategies under one co-ordinated programme and meeting the aspirations of becoming a net zero carbon emissions Authority by 2030 is essential.

The Energy Strategy is one of the six key influencers for the Authority in terms of tackling the wider climate change challenge. It will impact on the main scope 1 & 2 emissions in terms of working towards a net carbon zero target in 2030.

The Six Key Influencers



Swansea Council has adopted proactive programmes to reduce its carbon emissions over a number of years; renewable projects that have been implemented and agreed to proceed represent circa 10% renewable generation of our property portfolio carbon footprint.

One key point to note is that the Energy Strategy will no longer include Highways & Transportation activity, in line with proposals at the last committee meeting. This will now be dealt with as a new strategy due to its equally strong influence on the net zero carbon target.

2.0 Achievements to Date

The Council has adopted several proactive programmes to reduce its carbon emissions over a number of years and this year despite the Covid pandemic recent achievements include:

- Since 2010 Swansea Council has been a participant under the mandatory UK-wide Carbon Reduction Commitment (CRC) Energy Efficiency Scheme reporting a carbon reduction of 23,154 t/CO₂ to the Administrator of the Scheme, Environment Agency, along with financial saving on purchase of carbon allowances of £155,676 (2018/19).
- Swansea Council procures its energy using Crown Commercial Services Framework Agreements, via the National Procurement Service (NPS), for the vast majority of supplies. All electricity procured via the NPS framework is from 100% renewable energy sources; 41% sourced from Wales (Apr 20 – Mar 21); Gas – Total Gas and Power (TGP) procured as new gas supplier (Apr 21 – Mar 22); Green Gas tariffs - dependant on viability and cost impact; pricing option available with TGP later in the year.
- Refit Low Carbon Programme - Swansea Council is participating in the Welsh Government supported Re:fit Low Carbon Programme in order to implement energy efficiency saving opportunities in non-domestic buildings. A £1.3 million interest free loan has been secured from Welsh Government Wales Funding Programme (Salix) to deliver a Re:fit Cymru (Energy Efficiency) Phase 1 project comprising over 18 buildings which is projected to save an estimated 400 tCO₂e every year. Quantifying the energy savings delivered by the Energy Conservation Measures (ECMs) will be validated using the Measurement and Verification (M&V) process.
- Solar Farm Projects - Collaborating with Welsh Government Energy Services on model size scenarios and financial appraisal assumptions towards the development of a 3MW Ground Mounted Solar PV farm. The projected finance model is currently being evaluated, it is predicted over the asset lifespan (35 years; assuming no downtime) that 101,302,731 kWh of renewable energy will be generated or 3,189,600 kWh/year (projected as the electricity generated by a PV module decreases over time), equating to 688 t/CO₂ year. This represents 3.6% renewable generation against 2019/20 carbon emissions of 18,757 t/CO₂.

- Progressing work towards a world-leading Swansea Bay Tidal Lagoon, estimated electricity generation of 504,854 MWh, equating to carbon emission savings of 94,913 mT CO₂e.
- Swansea Council has been working in collaboration with Egni Co-op and has recently (Sept 20) successfully installed 220kW of rooftop Solar PV on three comprehensive schools Pentrehafod, Gowerton and Pontardulais

3.0 Delivering a Carbon Neutral Estate by 2030

The Energy and Carbon Management Plan provides a co-ordinated approach which will identify and analyse energy and carbon emissions from the delivery of the Authority's operational service deliveries and will

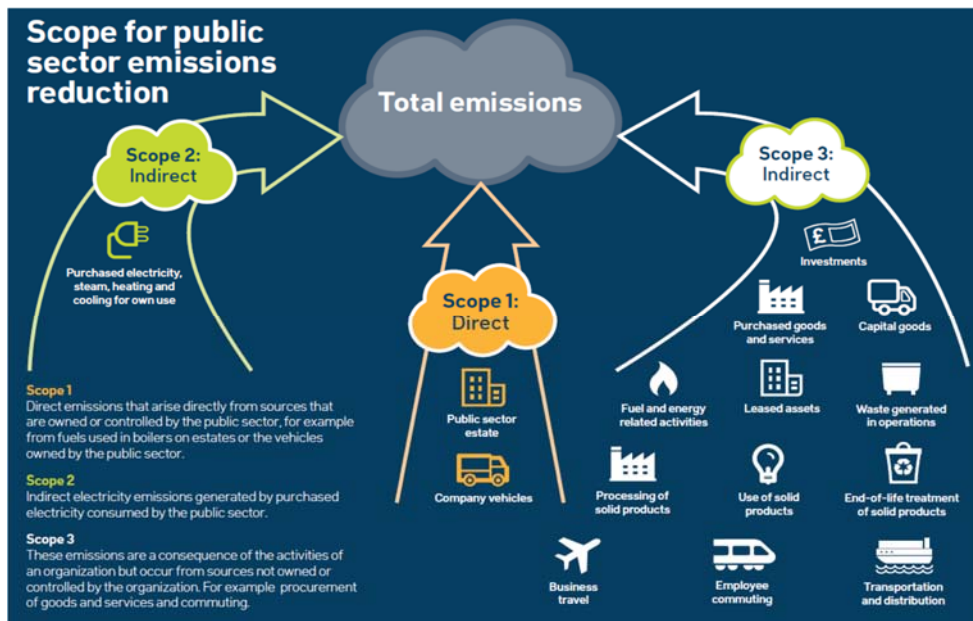
- Provide an overarching programme that will align and integrate all legislations and policies that relate to energy, carbon management and climate change
- Clearly define Swansea Council strategic ambition and intent for addressing energy and carbon management
- Quantify the Authority's baseline carbon emissions from its service property activities.
- Identify and evaluate energy saving projects towards reducing energy costs
- Be adaptable to the new Welsh Government Net Zero Carbon Reporting requirements, publication delayed due to COVID-19.
- Adopt a low carbon / renewable technology way of working, reducing the dependency on conventional energy supplies.

4.1 Reporting of Emissions

Measuring our performance is essential; 'we cannot manage something we cannot measure'. It is important to define our methodology and scope for calculating our carbon footprint, to ensure consistent measurement. Our approach to measuring is based on the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard (GHG Protocol).

The Authority contributes to climate change directly, such as emissions from its owned buildings (inclusive of schools); and indirectly, through emissions associated its demand for goods and services. These emissions are categorised as 'scopes' in the Greenhouse Gas Protocol (GHG Protocol).

It is anticipated that the Welsh Government reporting requirements will follow this route. Reporting of carbon emissions falls within three scopes as illustrated in the diagram



Scope 1 and Scope 2 cover carbon emissions that are presently measured by the Council

- a. Scope 1: Non-domestic buildings;
- b. Scope 1: Street lighting;
- c. Scope 1: Fleet mileage; and,
- d. Scope 1: Business mileage.
- e. Scope 2: Indirect emissions

Scope 3 This covers carbon emissions not controlled or owned by the authority and only has powers of influence/ support / engagement to seek the necessary changes and needs to be divided into two elements:

- a. The authority's own work and the wider economy, for example engaging with procurement covering environmental impacts as part of contract of services; housing (i.e. sustainability); collaborating with Welsh Government / working with other public sector organisations (Swansea University / Health Service).
- b. The second element of this strategy is to work with everyone else to achieve a significant Swansea change area wide, for example engaging with Low Carbon Swansea Bay & Swansea Environmental Forum / private sector

The Welsh Government are developing a Welsh Public Sector Net Zero Carbon Reporting Guide, publication delayed due to COVID 19 which will provide greater clarity on reporting requirements under Scope 3.

4.2 Carbon Footprint – Non Domestic

The dataset table below contains baseline sources of energy demand and supply to City and Council of Swansea non domestic buildings and the associated carbon emissions, excluding transport and street lighting. The Council spends in-excess of £7m annually on energy for its non-domestic buildings.

The table below shows a breakdown of energy consumption, cost and carbon emissions from operational service areas during 2019/20.

| | kWh | £ | t/CO ₂ |
|--------------------|-------------------|-------------------|-------------------|
| Electricity | 25,435,260 | £5,068,418 | 6,997 |
| Gas | 64,081,124 | £2,073,459 | 11,760 |
| Total | 89,516,384 | £7,141,877 | 18,757 |

5.0 Next Steps

Implementation of the Energy and Carbon Management Action Plan will assist the Authority to significantly move forwards towards reducing its carbon emissions by 2030 from across its property portfolio, in addition to improving the built environment and ensuring a consistent and standard method for considering implementation of renewable technology systems across the authority's assets. However, this will require commitment (Including the allocation of funding) and support of Cabinet Members; Heads of Services and Officers in its delivery. The views of the PDC are welcome as to any changes or additional actions required as part of the new strategy, prior to formal approval.

6.0 Financial Implications

There are no financial implications associated with this report.

7.0 Legal Implications

There are no legal implications associated with this report.

8.0 Equality Implications

See attached EIA (App 3)

Appendices

Appendix 1 – Draft Swansea Council Energy and Carbon Management Plan Framework 2020 to 2030

Appendix 2 - Swansea Council: The Energy and Carbon Management Strategy Action Plan (2020 – 2030)

Appendix 3 – EIA Screening Form

**Swansea Council
Energy and Carbon Management Plan
Framework 2020 to 2030**



DRAFT ONLY

1 Version Control

| VERSION CONTROL | | | | |
|-----------------|--------|-------------|-------------------|------------|
| Version | Status | Author | Notes | Issue Date |
| 1 | DRAFT | Antony Moss | First Draft Issue | May 2020 |
| | | | | |
| | | | | |
| | | | | |

2 Foreword

Swansea Council recognise and understand the importance of effective energy and carbon management and the implications and risks of climate change, rising energy costs and the preservation of finite energy sources. The preservation of our natural environment on a regional and national level and safeguarding of the wellbeing of our communities for current and future generations is a vital aim of the Authority.

It is within this context that the Energy and Carbon Management Strategic plan was developed. The council has pledged to “*Act in Response to the Climate Emergency*” within the Corporate Plan 2020-23, aiming for net carbon neutrality by 2030. It is proposed that the strategic priorities would be underpinned by three key principles:

- Raising awareness with all stakeholders and partners.
- Reducing our impact on Climate Change.
- Improved Resilience, ensuring we have robust plans in place to prepare for the impacts and minimise risks to our communities.

This Energy and Carbon Management Plan provides a co-ordinated approach which will identify and analyse energy and carbon emissions from the delivery of the Authority’s operational service deliveries and will

- Provide an overarching programme that will align and integrate all legislations and policies that relate to energy, carbon management and climate change
- Clearly define Swansea Council strategic ambition and intent for addressing energy and carbon management
- Quantify the Authority’s baseline carbon emissions from its service property activities.
- Identify and evaluate energy saving projects towards reducing energy costs
- Welsh Government carbon reduction target of 3% per annum
- Adoption of a low carbon / renewable technology way of working, reducing the dependency on conventional energy supplies.

In addition, there is a continued commitment to engage with local people and businesses and help them be smarter and better prepared for the impacts of climate change which will be enhanced by the introduction of the ‘Climate Change Charter’

The Energy and Carbon Management plan is a dynamic and live document and it will be modified as and when necessary and reviewed annually through the Council Annual Review of Performance Report section on corporate objective – “Maintaining and enhancing Swansea’s natural resources and biodiversity”.

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3 Introduction: Swansea Council

Swansea Council is an Authority with a mixture of urban and rural communities. Situated in the middle of the South Wales coast, Swansea is the second largest city in Wales and the regional centre of South West Wales. Swansea's two neighbouring local authorities are Carmarthenshire to the west and Neath Port Talbot to the east.

The latest official estimate of the population of the Swansea Council stands at 246,500 (mid-2018, Office for National Statistics / ONS). Swansea has the second highest population of the 22 Welsh local authorities, representing almost 8% of the total population of Wales (3,138,600).

Swansea Council, which has a land area of around 380 square kilometres, can be broadly divided into four geographic areas: the open moorlands of the Lliw Uplands in the north; the rural Gower Peninsula in the west, containing the UK's first Area of Outstanding Natural Beauty; the suburban area stretching from the edge of Swansea towards settlements in the west and around the M4 corridor; and the coastal strip around Swansea Bay, which includes the city centre and adjacent district centres such as Uplands, Sketty and Mumbles.

The Authority delivers a number of key services throughout the geographical area of the City and County and they consist of: Provision of Social Care, Provision and management of Public Parks, Library Services, Education provision, Street Lighting, Regeneration, Highways Management, Promotion of Tourism. The authority also works in partnership with other external bodies to deliver services.

In the provision and management of the aforementioned service areas the Authority employs approximately 11,000 employees who manage and occupy over 800 service based operational sites (with utilities), the total energy expenditure (gas and electricity) of the Authority in 2019/20 was £7.1 million.

4 Background

In May 19, the UK became the first major economy in the world to pass a net zero carbon emissions target into law. This target will require the UK to bring all greenhouse gas emissions to net zero by 2050, compared with the previous target of at least 80% reduction from 1990 levels. The UK's 2050 net zero target is one of the most ambitious in the world and was recommended by the Committee on Climate Change (CCC).

Globally, the UN has put in place a 2030 framework to drive forward sustainable development and climate change through the UN Sustainable Development Goals and the Paris Agreement, which commits to keeping global temperature rise this century well below 2°C above pre-industrial levels and to pursue efforts to limit the temperature increase even further to 1.5°C.

In June 2019, Swansea Council members declared a 'Notice of Motion' Climate Change Emergency and calling on Westminster to provide the powers and resources necessary to achieve the target for Swansea to strive towards becoming net carbon neutral by 2030 – see Appendix A for full text.

Subsequently, the Policy Development Committee (PDC) meeting held in Feb 20 recommended to review all current strategies and action plans to be aligned into six key policies – Energy Strategy; Local Development Plan; Green Infrastructure Strategy; Sustainable Development Policy; Local Biodiversity and Sustainable Transport Strategy within the scope of the Climate Change Charter Action Plan.

This Energy and Carbon Management Plan will build on those existing energy saving initiatives and strategies developed from the last Energy Strategy Paper (2016), but focusing exclusively on the many aspects of energy efficiency across the Authorities owned buildings, looking at the building fabric, the building services and the management of the building (including renewable technology options). To ensure that the Plan reaches its full potential within the Authority, the establishment of the Corporate Climate Change Working Group to bring together the governance of the other six key carbon related strategies under one co-ordinated programme and meeting the aspirations of becoming a net zero carbon emissions Authority by 2030 is essential.

The Plan supports the Authority's 'Outcome Agreements' with a particular effect on the Sustainable theme of 'Growth & Sustainable Jobs', the outcome of which is creating a sustainable low carbon economy with a commitment to 'reduce Swansea's impact on climate change through reducing carbon emissions'.

Implementation of the Plan will assist the Authority to reduce its energy usage, associated costs and carbon emissions, improving the built environment and ensuring a consistent and standard method for considering implementation of renewable technology systems across the authority's assets. As part of this strategy the Authority will also explore any commercial opportunities available as well as building on the success of the Swansea Community Energy Enterprise Scheme (SCEES) and EGNi community initiatives and large infrastructure projects such as implementation of the Swansea Bay City Deal, implementation of Refit: Low Carbon Project (Phase 1), develop long-term retrofit Phase 2 and Phase 3 projects (including evaluating decarbonisation of the heat network), and potential development of 3MW Solar PV farm.

5 Strategic Aims

5.1 Vision

Swansea Council has adopted a series of core values for carbon management. These include a statement of concern for sustainability and the relationship with the environment. It is also a very important element in achieving the well-being of future generations in Wales. In order to achieve Swansea's vision 'to create a safer, greener, smarter, fairer, healthier and richer Swansea', we must act now to mitigate risks associated with the supply, affordability and carbon impact of energy consumption.

- The legislative focus on Energy and Climate Change has increased significantly over the last few years - energy efficiency standards e.g. BREEAM; Energy Efficiency in Buildings Regulations.
- Deliver against Welsh Government carbon emissions targets.
- Investing in renewable technology way of working, preservation of finite energy resources.
- Reducing the dependency on conventional energy supplies.
- Investment in Energy Conservation Measures (ECMs) such as LED lighting,
- Review innovative energy generation and saving initiatives, which can create economic benefit, including employment and inward investment in Swansea, building on world class projects like the potential Tidal Lagoon.
- Reduction of energy, fuel and water costs and those of our communities.

5.2 Aim

Swansea Council will contribute towards a sustainable low carbon economy by delivering an Energy and Carbon Management strategy that delivers real benefits to society, the economy and the environment and sets out our wider and long term aims for energy across Swansea the place, as well as the council within the context of national and international developments.

5.3 Objectives

- Objective 1: To reduce energy consumption and improve the energy efficiency of Swans Council's public buildings.
- Objective 2: To invest in renewable technologies that will benefit Swansea Council and the wider community
- Objective 3: To secure or facilitate community access to affordable low carbon/renewable energy and fuel poverty
- Objective 4: Explore and maximise commercial opportunities to benefit community wellbeing and/or financial gain
- Objective 5: Ensure Energy Strategy and action plan are delivered in line with current legislation.

Through implementation of this Energy and Carbon Management Plan Swansea Council will mitigate the:

- Effects of Climate change by reducing their carbon emissions
- Risks associated with energy security by sourcing low carbon/renewable energy sources
- Risks associated with increased energy costs

5.4 Legislative Drivers and Standards

- Welsh Legislation

In Wales we are already delivering on our international commitments through the Environment (Wales) Act and the Well-being of Future Generations Act 2015. The goals in the Well-being of Future Generations Act provide a shared national vision for all public bodies and, along with the Sustainable Development Principle it provides a clear framework for public sector decision-making.

The Environment (Wales) Act 2016 sets a target for Welsh Government to reduce greenhouse gas emissions by at least 80% (on 1990 levels) by 2050. Welsh Government declared a climate emergency on 29th April 2019 and, as a response, accepted the recommendations from the UK Committee on Climate Change for emission reduction of 95% by 2050 with ambition to be net zero by 2030.

Prosperity for All: A Low Carbon Wales' (March 2019) sets out the Welsh Government's approach to cut carbon emissions and increase efficiency in a way that maximises wider benefits for Wales, ensuring a fairer and healthier society. It sets out 100 policies and proposals that directly reduce emissions and support the growth of the low carbon economy

Welsh Government has an ambition for a net carbon neutral public sector by 2030, and will be supporting the public sector to baseline, monitor and report progress towards carbon neutrality (Policy 20, 'Prosperity for All: A Low Carbon Wales') with Net Zero Carbon Reporting Guide to be published in Apr 20.

- Energy Performance of Building Regulations

To ensure that Swansea Council are compliant with the Energy Performance of Buildings Regulations which requires buildings occupied by a public authority and which is frequently visited by the public, with a floor area of 250m² or above to have a valid Display Energy Certificate to be publicly displayed. A Display Energy Certificate must be accompanied by a valid Advisory Report which contains recommendations for improved energy efficiency and energy performance of the building.

- BREEAM

BREEAM is a sustainability assessment method for planning projects, infrastructure and buildings. It recognises and reflects the value in higher performing assets across the built environment lifecycle, from new construction to in-use and refurbishment. BREEAM does this through third party certification of the assessment of an asset's environmental, social and economic sustainability performance, using standards developed by BRE. This means BREEAM rated developments are more sustainable environments that enhance the well-being of the people who live and work in them and help protect natural resources.

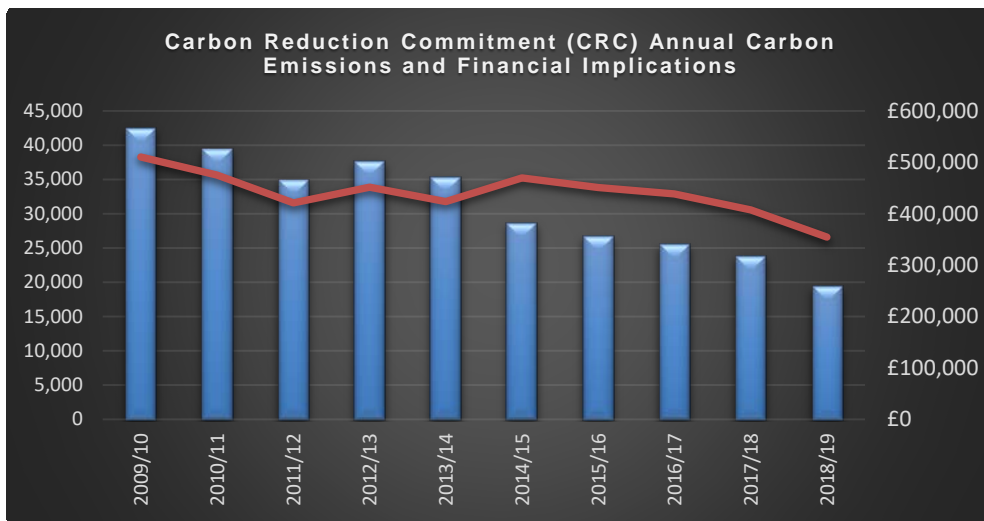
5.5 Financial Drivers

Under the current financial climate and the consequential budget limitations experienced by public sector organisations there has never been no greater need for the implementation of energy and carbon management and the potential financial efficiency savings that can be achieved from its effective delivery.

Energy markets over the past decade have been volatile due to the World's dependency on this resource and various factors affecting supply. Therefore the future price risk of utilities and security of supply are enough of a driver on its own to increase the priority of energy and carbon efficiency.

Since 2010, the Authority has been a participant under the mandatory UK-wide Carbon Reduction Commitment (CRC) Energy Efficiency Scheme. Consequently, it has been required to purchase non-refundable allowances for each qualifying tonne of carbon arising from its electricity and gas consumption.

The Authority reported to the Environment Agency during 2018/19 carbon emissions of 19,378 t/CO₂, purchasing £354,614 of carbon allowances. Whilst the Council's emissions have continued to reduce, the cost level of 'tax' levied for each tonne of carbon emitted increases annually to further incentivise carbon reduction – see table below. The CRC Energy Efficiency Scheme was abolished following the 2018/19 compliance year, however this cost will not disappear as the Climate Change Levy will be raised to compensate. Welsh Government is to consult on options for a successor to the CRC Scheme (Policy 19, 'Prosperity for All: A Low Carbon Wales').

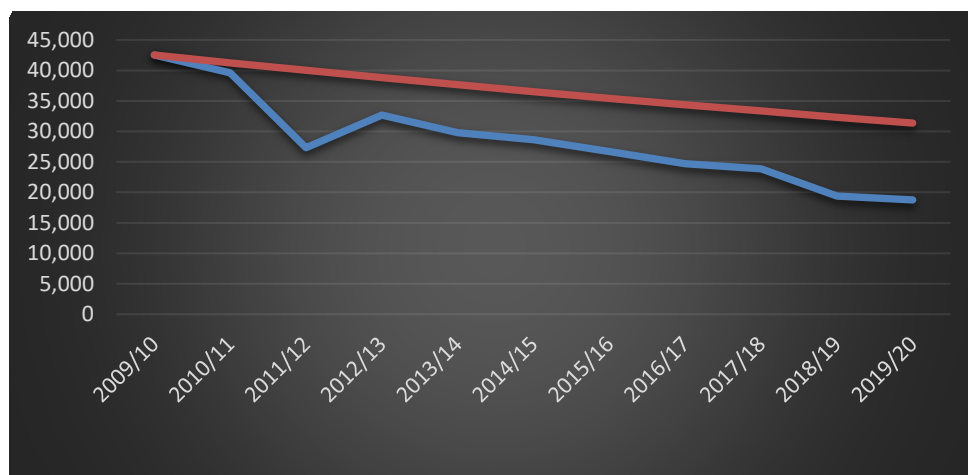


Source: Carbon Emissions Reported to the Environment Agency

5.6 Carbon Reduction Target

Swansea Council is committed to reducing its carbon emissions by 30% by 2020 on a 2009/10 baseline (42,532 t/CO₂) which equates to Welsh Government 3% per year reduction target from the base year until 2019/20. The Council is exceeding in meeting this target, achieving a 54.43% reduction in 2018/19 (19,378 t/CO₂) against the 2009/10 carbon baseline.

This target is reported in the annual Corporate Performance Report EEF002 - Measurement of carbon reduction across all CCS public building portfolio.



Source: Carbon Emissions Reported to the Environment Agency

6 Embedding Energy and Carbon Management within the Authority

In moving towards a net zero carbon Authority will require the need for whole holistic approach. Key areas that Swansea Council will require to commit to deliver directly include aligning its governance, infrastructure, strategies and policies to ensure that the organisation rises to the challenge of the climate emergency.

6.1 Governance Structures, Roles and Responsibilities

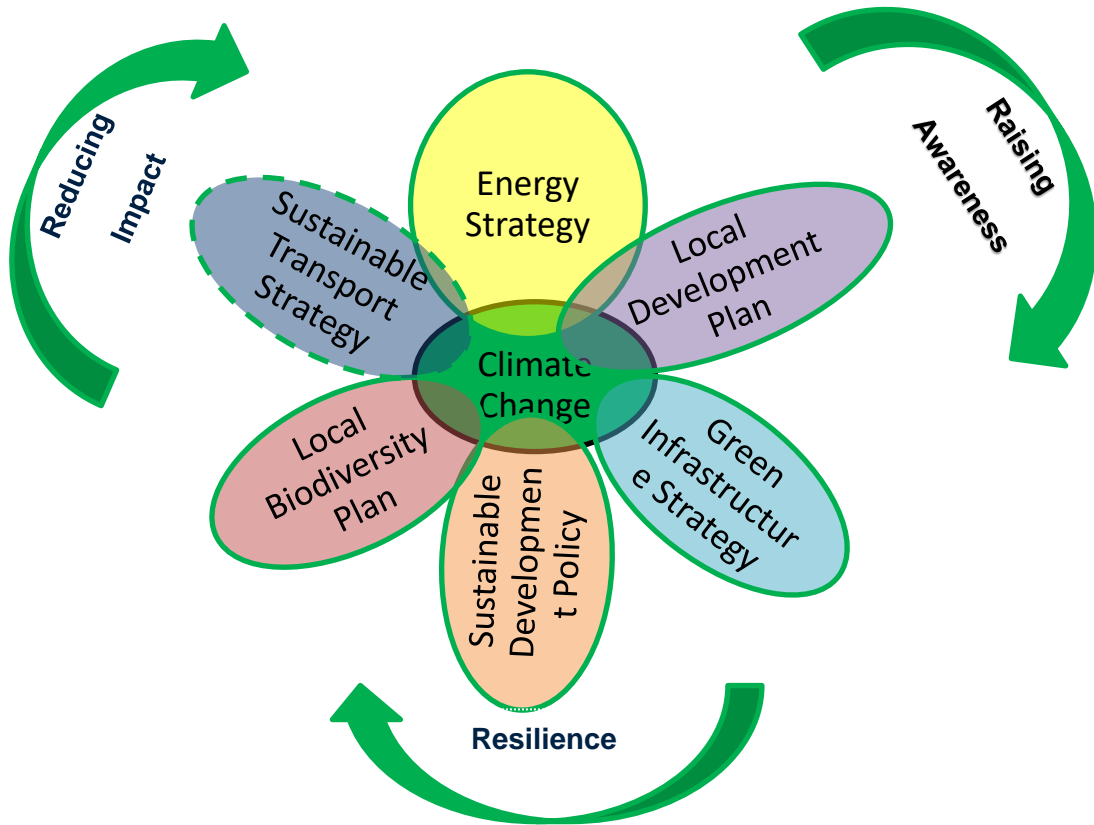
The Policy Development Committee (PDC) meeting held in Feb 20 recommended the establishment of a 'Biodiversity and Corporate Climate Change Working Group' to review all current strategies and action plans with a carbon emissions reporting obligation and aligning governance structures, roles and responsibilities under six key policies, as illustrated below:
– Energy Strategy; Local Development Plan; Green Infrastructure Strategy; Sustainable Development Policy; Local Biodiversity and Sustainable Transport Strategy.

In addition, there will be continued commitment to engage with local people and businesses and help them be smarter and better prepared for the impacts of climate change will be enhanced by the introduction of the Climate Change Charter.

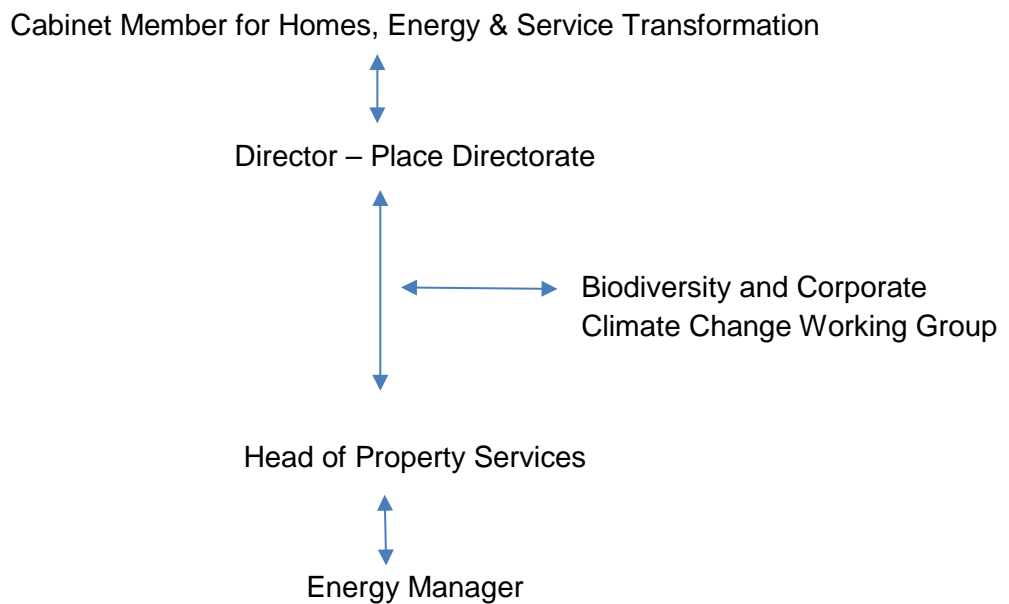
This Energy and Carbon Management Plan is one of the six key policies as illustrated below. Roles and Responsibilities for each of the other key policies will need to be issued ensuring consistent approach and measurement of our carbon footprint is achieved.

- Energy Strategy: Energy Manager
- Local Development Plan: Head of Planning
- Green Infrastructure Strategy: Sustainable Policy Officer,
- Sustainable Development Plan: Sustainable Policy Officer
- Local Biodiversity: Strategic Planning and Natural Environment Manager
- Sustainable Transport Strategy: Team Leader – Transport Strategy and Monitoring

6.1.1 Biodiversity and Corporate Climate Change Working Group Structure

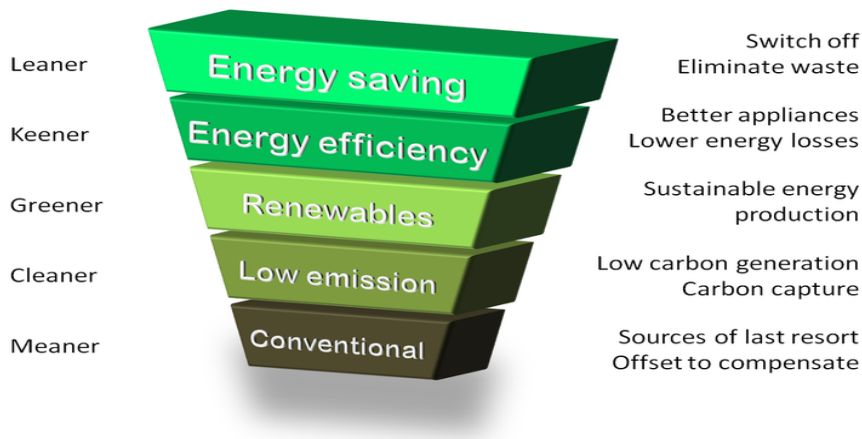


6.1.2 Energy Management Structure

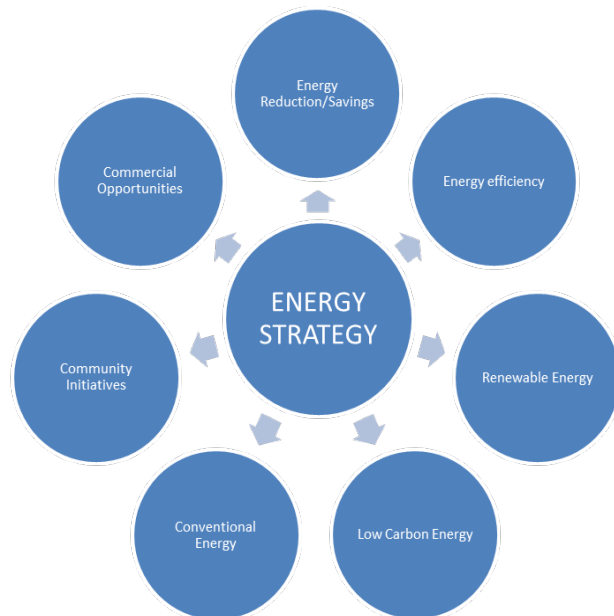


6.2 Energy Hierarchy

Swansea Council's Energy and Carbon Management Strategy is based on the Energy Hierarchy shown below. It shows that reducing energy demand and increasing energy efficiency are the best starting points (Fabric First approach). Energy efficiency actions reduce energy demand and enable us to use energy wisely. Maximising energy savings and energy efficiency will be essential to the feasibility of increasing reliance on low carbon sources of energy.



The key elements that the Strategy will therefore focus on are illustrated below:



6.3 Achievements in Reducing Carbon Emissions

Adhering to this hierarchy a wide range of sustainability initiatives have been developed in recent years to improve the environmental impact and limit its impact on climate change through good housekeeping techniques; investment in energy saving technologies; ensure efficient use of assets such as buildings; and embrace renewable technologies. This has shaped some of the authority's achievements to date.

- Since 2010 Swansea Council has been a participant under the mandatory UK-wide Carbon Reduction Commitment (CRC) Energy Efficiency Scheme reporting a carbon reduction of 23,154 t/CO₂ to the Administrator of the Scheme, Environment Agency, along with financial saving on purchase of carbon allowances of £155,676 (2018/19).
- Swansea Council procures its energy using Crown Commercial Services Framework Agreements, via the National Procurement Service (NPS), for the vast majority of supplies. All electricity procured via the NPS framework is from 100% renewable energy sources; 41% sourced from Wales (Apr 20 – Mar 21); Gas – Total Gas and Power (TGP) procured as new gas supplier (Apr 21 – Mar 22); Green Gas tariffs - dependant on viability and cost impact; pricing option available with TGP later in the year.
- Refit Low Carbon Programme - Swansea Council is participating in the Welsh Government supported Re:fit Low Carbon Programme in order to implement energy efficiency saving opportunities in non-domestic buildings. A £1.3 million interest free loan has been secured from Welsh Government Wales Funding Programme (Salix) to deliver a Re:fit Cymru (Energy Efficiency) Phase 1 project comprising over 18 buildings which is projected to save an estimated 400 tCO₂e every year. Quantifying the energy savings delivered by the Energy Conservation Measures (ECMs) will be validated using the Measurement and Verification (M&V) process.
- Solar Farm Projects - Collaborating with Welsh Government Energy Services on model size scenarios and financial appraisal assumptions towards the development of a 3MW Ground Mounted Solar PV farm. The projected finance model is currently being evaluated, it is predicted over the asset lifespan (35 years; assuming no downtime) that 101,302,731 kWh of renewable energy will be generated or 3,189,600 kWh/year (projected as the electricity generated by a PV module decreases over time), equating to 688 t/CO₂ year. This represents 3.6% renewable generation against 2019/20 carbon emissions of 18,757 t/CO₂.
- Progressing work towards a world-leading Swansea Bay Tidal Lagoon, estimated electricity generation of 504,854 MWh, equating to carbon emission savings of 94,913 mT CO₂e.
- Supporting community owned renewable energy schemes to deliver clean energy and benefit local schools and communities, like:



Solar PV on three comprehensive schools Pentrehafod, Gowerton and Pontardulais.

a. Swansea Community Energy Enterprise Scheme (SCEES), During 2019/20, the SCEES Solar PV project (covering 11 schools and 1 care home) generated 135t/CO₂

b. Egni Co-op, Swansea Council have been working in collaboration with Egni Co-op and have recently (Sept 20) successfully installed 220kW of rooftop

- Additional Solar PV installations generated 50 t/CO₂ from Swansea Council properties such as Guildhall and Schools.

6.4 Capital Maintenance Budget

Energy maintenance budget allocation has been 'ring-fenced' to invest in energy saving initiatives, replacement of mechanical and electrical equipment selected as a result of nearing the end of their life expectancy; statutory compliance and business continuity concerns. This will ensure energy efficient equipment is being installed reducing our carbon emissions which will in turn assist in maintaining a sustainable asset portfolio in line with the overarching asset management plan.

- The Energy Technology List (ETL), is a government list of energy efficient technologies, plant and machinery. The Energy Technology List, managed on behalf of Department for Business, Energy & Industrial Strategy (BEIS) by the Carbon Trust and their ETL team.

Current Listed products - the energy performance of ETL listed products in each technology category and find details of the manufacturers and suppliers who have listed the products.

<https://www.gov.uk/guidance/energy-technology-list>

- Endotherm - Heating additive designed to increase the efficiency of wet central heating systems; potential 15% savings on heating costs. Business case submitted to Building Services for funding approval to undertake trial and monitor performance of financial and carbon savings. Potential rollout dependant on results and funding approval.

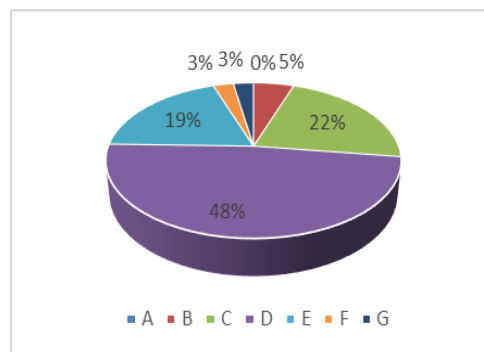
<https://www.endotherm.co.uk/>

6.5 Display Energy Certificates and Advisory Reports

To ensure that Swansea Council are compliant with the Energy Performance of Buildings Regulations which requires buildings occupied by a public authority and which is frequently visited by the public, with a floor area of 250m² or above to have a valid Display Energy Certificate to be publicly displayed. A Display Energy Certificate (DEC) must be accompanied by a valid Advisory Report (AR) which contains recommendations for improved energy efficiency and energy performance of the building.

DECs provide an energy rating of the building from A to G, where A is very efficient and G is the least efficient and are based on the actual amount of metered energy used by the building over the last 12 months within the validity period of the DEC. The table and pie chart below illustrates the energy ratings across Corporate Buildings and Schools during 2019/20.

| Energy Rating | Comprehensive Schools | Primary and Infant Schools | Corporate Buildings | Total DECS |
|---------------|-----------------------|----------------------------|---------------------|------------|
| A | 0 | 0 | 0 | 0 |
| B | 1 | 3 | 2 | 6 |
| C | 1 | 22 | 2 | 25 |
| D | 9 | 40 | 6 | 55 |
| E | 5 | 15 | 2 | 22 |
| F | 1 | 1 | 1 | 3 |
| G | 0 | 1 | 2 | 3 |
| Total | 17 | 82 | 15 | 114 |



The information contained in the Display Energy Certificates and Advisory Reports will be used to prioritise Capital Maintenance Funding towards improving the energy efficiency of the building, well-being of occupants and financial return on investment.

Guidance about the regulations for Display Energy Certificates of public buildings:
<https://www.gov.uk/government/publications/display-energy-certificates-and-advisory-reports-for-public-buildings>

6.6 Renewable Energy

Swansea Council are already planning positively towards facilitating renewable and low carbon energy development opportunities which will also support Welsh Government Legislations and aspirations for 70% of energy consumed in Wales to be from renewable energy generated in Wales by 2030.

Renewable energy sources can offer a wide range of additional benefits including lower energy bills, energy price stability, security of energy, 'green' credentials, and the possibility of selling electricity back to the grid at a premium.



Solar PV modules installed on the Guildhall

A number of renewable projects have already been installed which include:

- Solar PV Systems at: YGG Llwynderw, St Thomas, Burlais and Gowerton Primary Schools and Penyrheol, Cefn Hengoed and Morryston Comprehensive Schools
- Solar Thermal Systems: at Penyrheol Comprehensive School, Sketty and St Thomas Primary schools.

- A 45KW Solar PV array on the refurbished Guildhall roof.

6.6.1 Renewable Energy Procurement



All electricity for Swansea Council properties are procured via the National Procurement Service framework and is from 100% renewable energy sources; 41% sourced from Wales.

The option to purchase Green Gas will be available with the new gas supplier Total Gas and Power from Apr 21 – this will be dependent on viability and cost impact.

6.6.2 Renewable Energy Opportunities

It is the intention of Swansea Council to promote the development of renewable and alternative energy generated on council owned properties (new and refurbishments) and land (car parks, waste land) and the wider community of Swansea. Examples of renewable and alternative energy include solar; wind; biomass; and geothermal; current renewable energy projects include.

- Swansea Council with the support of Welsh Government Energy Services have carried out model financial scenarios towards the development of a 3MW Ground Mounted Solar PV farm located on a capped waste land filled area. It is predicted over the asset lifespan (35 years) that 101,302,731 kWh of renewable energy will be generated equating 28,454 t/CO₂. Part of this capital expenditure cost could be recovered as it would create revenue for the Authority, mainly in the form of Power Purchase Agreements (PPA) and Smart Export Guarantee payments for exporting electricity to the grid. There is the potential opportunity of extending the Solar PV site in future years as current additional waste land is capped
- Carbon Reduction Retrofit Project (Phase 1): Solar PV installations of 14.85kw (Swansea Market); 23.22kw (Glynn Vivian Art Gallery); 100.17kw (guildhall); 29.97kw (Quadrant bus station); 29.97kw (building services depot). The project also includes the installation of Energy Conservations Measures (ECMs) including LED lighting and controls, building insulation.
- Carbon Reduction Retrofit: Potential to develop long-term retrofit Phase 2 and Phase 3 projects (including evaluating decarbonisation of the heat network)
- Public Sector Hub: Cabinet are considering moving from the Civic Centre to a new public sector hub in the heart of the city centre as part of Swansea Bay Central Phase 2, the £1bn project to revitalise the St David's area of the city centre. This is an opportunity for the Authority to show its commitment towards meeting its net zero carbon aspirations by 2030 incorporating renewable technologies into the design specifications.

6.7 Community Energy

Community energy covers aspects of collective action to reduce, purchase, manage and generate energy. Community energy projects have an emphasis on local engagement, local leadership and control and the local community benefiting collectively from the outcomes. There are financial incentive schemes from the Government to generate low-carbon electricity using small-scale systems and installing renewable heat technologies that are currently still open to Community groups.

Community-led action can often tackle challenging issues around energy, with community groups well placed to understand their local areas and to bring people together with common purpose. There are at least 5000 community groups in the UK undertaking energy initiatives – further advice and support can be found at the following Government web link:

<https://www.gov.uk/guidance/community-energy>

Swansea Council have been exploring options to promote community energy schemes which not only reduce carbon emissions but create a platform for local social and economic benefit.

- Swansea Community Energy and Enterprise Scheme (SCEES):
This is a scheme exploring how local people in some of Swansea's most economically deprived areas can benefit from community renewable energy projects. They have installed solar PV on a number of schools and a care home which will lead to a reduction in carbon emissions. Surplus profits will be allocated to a community benefit fund to support the local community to develop skills, enterprise, economic growth and job creation. The scheme is aligned to the corporate plan objectives, notably tackling poverty, building sustainable communities and safeguarding vulnerable people.

A total of 360kW of solar PV has been installed on nine schools and one care home in and around areas of Swansea.

<https://gov.wales/sites/default/files/inline-documents/2019-09/swansea-community-energy-and-enterprise-scheme.pdf>

- Egni Co-Op
Is a community organisation which funds and manages PV installations in Wales. It was set up by Awel Aman Tawe (AAT), a community energy charity. A total of 220kW of rooftop Solar PV on three comprehensive schools Pentrehafod, Gowerton and Pontardulais was successfully installed in Sept 20.

<http://awel.coop/>

6.8 The Swansea Bay City Deal

The Swansea Bay City Deal is a £1.3bn investment in 11 major projects across the Swansea Bay City Region – which is made up of Carmarthenshire, Neath Port Talbot, Pembrokeshire and Swansea together with the Abertawe Bro Morgannwg and Hywel Dda University Health Boards, Swansea University, the University of Wales Trinity Saint David, and private sector partners. The City Deal is being funded, subject to the approval of project business cases, by the UK Government, the Welsh Government, the public sector and the private sector. Over the next 15 years, the City Deal will boost the regional economy by £1.8bn and generate almost 10,000 new, high-quality jobs. The new Swansea arena is part of the council's £135m Swansea Central Phase One transformation scheme which includes almost 1,000 parking spaces. The arena's external skin will be covered in tens of thousands of LED lights. It is due to open in 2021.

7 Emissions Baseline

7.1 Measurement

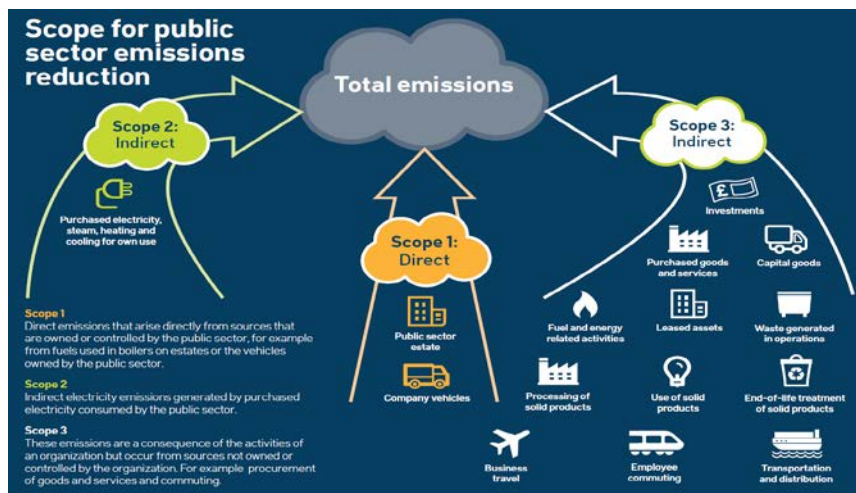
Measuring our performance is essential; we cannot manage something we cannot measure. It is important to define our methodology and scope for calculating our carbon footprint, to ensure consistent measurement. Our approach to measuring is based on the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard (GHG Protocol).

Throughout this Plan, carbon is expressed in terms of Carbon Dioxide Equivalent (CO₂(e)). This is calculated from metered energy consumption using conversion factors published by DECC (or using other recognised conversion factors where there are no appropriate factors provided by DECC).

Welsh Government are developing a Welsh Public Sector Net Zero Carbon Reporting Guide to be published in Apr 20 which will provide greater clarity on reporting requirements.

The Authority contributes to climate change directly, such as emissions from its owned buildings (inclusive of schools); and indirectly, through emissions associated its demand for goods and services. These emissions are categorised as ‘scopes’ in the Greenhouse Gas Protocol (GHG Protocol), which are defined as follows:

- Scope 1 covers direct emissions from Council owned properties
- Scope 2 covers indirect emissions emissions linked to purchased electricity and heat
- Scope 3 All other indirect emissions which are a consequence of the activities of the organisation, but occur from sources not owned or controlled by the organisation. Water emissions from Council owned properties are also reportable.



Overview of Greenhouse Gas Protocol scope and emissions across the value chain. Source: **GHG Protocol**.

7.2 Scope 1 Emissions

Direct emissions from Swansea Council owned properties

The energy management team operate Team SIGMA Monitoring and Targeting software system (M&Ts) that provides the tools to analyse consumption data and assist to manage activities at scale. This supports the energy and carbon management Plan enabling access to timely, relevant information on energy use, indicators for action needed and energy reports to support accountability. Consumption data is imported through EDI billing from our energy suppliers, supported with a rollout programme of upgrading to Automatic Meter Reader (AMR) / Smart metering to capture Half Hour (HH) data.

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The table below shows a breakdown of energy consumption, cost and carbon emissions from operational service areas:

a. Operational Service Areas

The consumption and financial data has come from the Team Sigma M&Ts imported from energy suppliers EDI billing; the carbon emissions data uses the UK Department for Business, Energy and Industrial Strategy (BEIS) conversion factors.

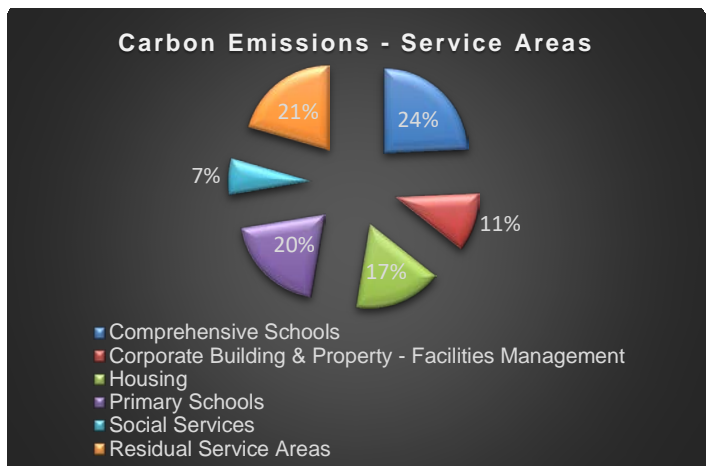
| | 2019 / 20 | | | | 2018 / 19 | | | |
|--------------------|-------------------|-------------------|-------------------|-------------|-------------------|-------------------|-------------------|-------------|
| | kWh | £ | t/CO ₂ | Percentage | kWh | £ | t/CO ₂ | Percentage |
| Electricity | 25,435,260 | £5,068,418 | 6,997 | 37.31% | 29,198,101 | £4,073,676 | 8,900 | 45.46% |
| Gas | 64,081,124 | £2,073,459 | 11,760 | 62.69% | 58,140,862 | £1,669,385 | 10,676 | 54.54% |
| Total | 89,516,384 | £7,141,877 | 18,757 | 100% | 87,338,963 | £5,743,061 | 19,576 | 100% |

Note: The continuing decarbonisation of the electricity distribution network (National Grid) will help in the reduction of carbon emissions from the Council's consumption of electricity. The performance data quoted in this document uses UK emission conversion factors issued by the Department for Business, Energy and Industrial Strategy (BEIS) where appropriate. These emission conversion factors are published annually at:

<https://www.gov.uk/government/collections/government-conversion-factors-for-company-reporting>

The pie chart below illustrates the percentage split of the Service Areas with the highest carbon emissions during 2019/20 (electricity and gas). A comprehensive breakdown of all Service Areas is at Appendix B.

| Service Areas | t/CO ₂ | Percentage |
|---|-------------------|-------------|
| Comprehensive Schools | 4,552 | 24% |
| Corporate Building & Property - Facilities Management | 2,126 | 11% |
| sing | 3,195 | 17% |
| Primary Schools | 3,702 | 20% |
| Social Services | 1,325 | 7% |
| Residual Service Areas | 3,857 | 21% |
| Total | 18,757 | 100% |



7.3 Scope 2 Emissions

Indirect emissions linked to purchased electricity and heat:

- Swansea Council procures its energy using Crown Commercial Services Framework Agreements, via the National Procurement Service (NPS), for the vast majority of supplies.
- All electricity procured via the NPS framework is from 100% renewable energy sources; 41% sourced from Wales.
- Gas –Green Gas tariffs - dependant on viability and cost impact; pricing option will be available from our gas supplier later in the year.

7.4 Scope 3 Emissions

This covers carbon emissions not controlled or owned by the authority and only has powers of influence/ support / engagement to seek the necessary changes and can be divided into the following elements:

1. The authority's own work and the wider economy, for example engaging with procurement covering environmental impacts as part of contract of services; housing

(i.e. sustainability); collaborating with Welsh Government / working with other public sector organisations (Swansea University / Health Service).

2. The second element of this strategy is to work with everyone else to achieve a significant Swansea change area wide, for example engaging with Low Carbon Swansea Bay & Swansea Environmental Forum / Community Enterprises / private sector.
3. Introduce emissions reporting requirements into major contracts.
4. Reporting of water emissions from supply and treatment should be reported for water. Further information is available from the following web site:
<https://discoverwater.co.uk/energy-emissions>

Broadening the range of the Scope 3 emission sources will be a challenge, primarily because of the difficulties in gathering reliable data. However, we recognise that increasing the number of Scope 3 emission sources included within our reporting is necessary to better understand and reduce the impacts of our operations as well as those of our supply chain. This will require the assistance of external energy consultants to support this study.

8 Energy and Carbon Management Action Plan (2020 – 2030)

Swansea Council have adopted proactive programmes to reduce its carbon emissions over a number of years; renewable projects that have been implemented and agreed to proceed (paras 6.6 and 6.7) represent circa 10% renewable generation of our property portfolio carbon footprint.

Implementation of the Energy and Carbon Management Action Plan will assist the Authority to significantly move forwards towards reducing its carbon emissions by 2030 from across its property portfolio, in addition to improving the built environment and ensuring a consistent and standard method for considering implementation of renewable technology systems across the authority's assets. However, this will require commitment and support of Cabinet Members in order to assist the prioritisation and allocation of funds to invest in renewable projects; Heads of Services and Officers in its delivery.

The Energy and Carbon Management Action Plan aligns its carbon emissions actions with the widely used international reporting tool, the Greenhouse Gases (GHG) Protocol which categories Greenhouse gas emissions into the three Scopes.

Under the following section headings are a suite of measures identified towards Swansea Council reducing its carbons emissions. Some of the measures have already been implemented and are delivering financial and environmental benefits whilst others are new and will require rolling out in phases across the Authority:

- | | |
|---------|--|
| Scope 1 | Energy Strategy and Management Actions Energy Trend Analysis Renewable Technology Energy projects / Technical Actions Energy Awareness Programmes Procurement of Energy |
| Scope 2 | Energy Procurement – see Para 6.3 |
| Scope 3 | Wider Swansea Area – See para 6.4. |

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Water emissions - consumption from supply and treatment is reportable for water. Further information available from:

<https://discoverwater.co.uk/energy-emissions>

It is proposed that the Action Plan be rolling in nature, with formal annual reviews. At this stage, the targets have been set in terms of Short (0 -3 years); Medium term (4 -7 years) and long term (7 – 10 years).

This will be a dynamic and live document, objectives modified as and when necessary and reviewed annually through the Council Annual Review of Performance Report and Annual Corporate plan; published annually.

9 Carbon Emissions Reduction and Carbon Budget Projection

Long term investment planning for a renewable future addressing the challenges of Welsh Government commitments and the Authorities 'Climate Emergency' motion is a key strategic requirement towards implementing the Energy and Carbon Management Plan.

Reporting of all carbon emissions which fall within each of the three scopes will be the responsibility of the Corporate Climate Change Working Group implementing governance structures, roles and responsibilities under six key policies - Energy Strategy, Local Development Plan; Green Infrastructure Strategy; Sustainable Development Policy; Local Biodiversity and Sustainable Transport Strategy.

9.1 Carbon Emissions Reduction Projection

The tables below shows the projection of carbon emissions covering Scope 1 direct emissions from Swansea Council owned properties (table 1) towards the Authority becoming net zero carbon by 2030 profiling- :

Table 1: This table illustrates that between 2016/17 and 2019/2020 significant progress has been made towards reducing Swansea Council carbon emissions. The static projected carbon emissions for the following 10 years (2020/21 onwards) shows that no additional renewable projects are currently being planned to be implemented (beyond the renewable energy opportunities under section 6.7.2).

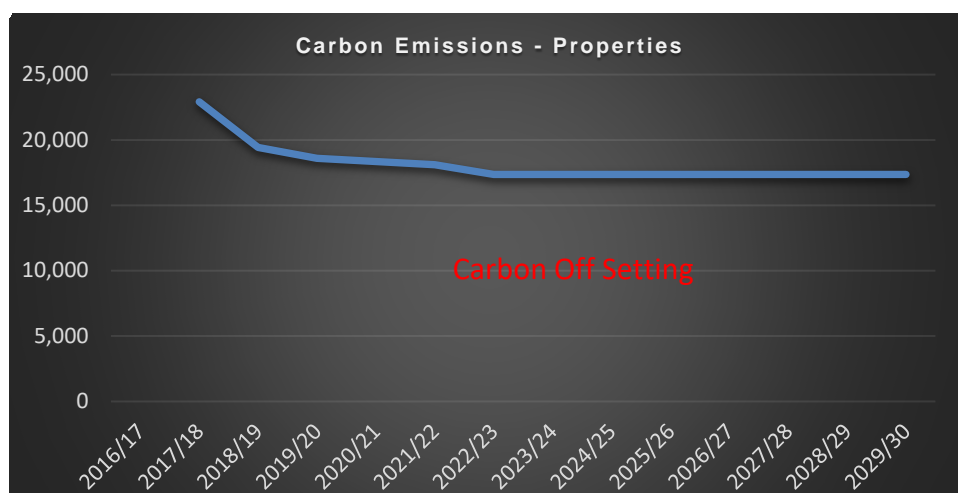
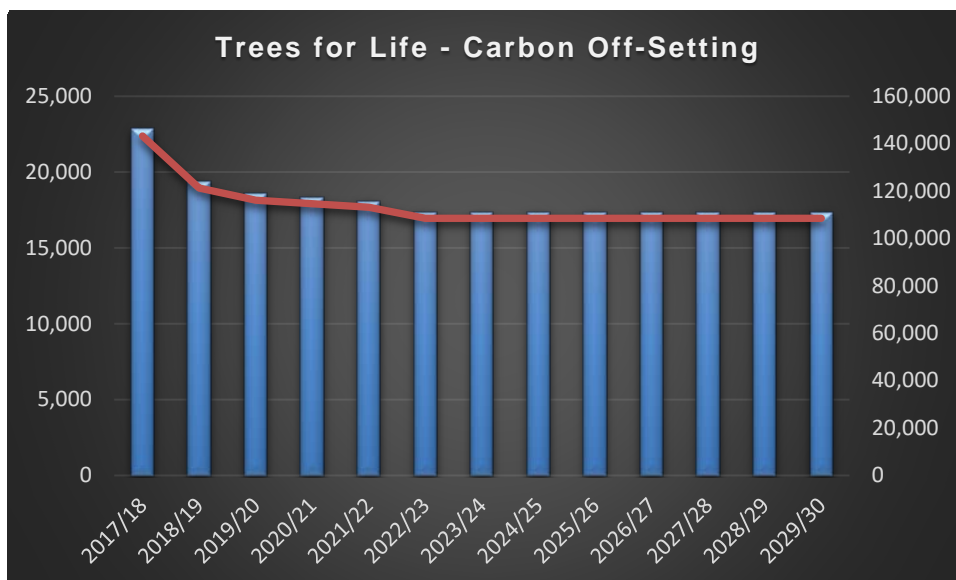


Table 1 – Swansea Council Owned Properties

9.2 Carbon Off Setting

Whilst Swansea Council is committed to significantly further reduce its carbon emissions, it recognises that however carbon efficient its Services become it will inevitably still have a residual carbon footprint. This residual carbon footprint can be reduced by implementing the energy hierarchy principles; generation of renewable energy and through carbon offsetting working with the new Biodiversity and Green Infrastructure team. An example of this strategy is the Swansea Central Phase One scheme working alongside the Swansea Trees group and The Woodland Trust to deliver significantly more trees than currently at the site and a much greater biodiversity mix once the scheme is complete.

Trees for Life calculates that six trees offsets a t/CO₂. As a guide, the table below illustrates the number of trees required to Carbon offset the Councils carbon emissions:



9.3 Carbon Budget Projection

Although Swansea Council has been reducing its carbon emissions over a number of years, Welsh Government ambition for a net carbon neutral public sector by 2030 will require a significant financial investment in renewable energy technologies and/or carbon off setting if we are to fully achieve becoming a net zero carbon emissions Authority.

The following budget projection comes with a caveat caution as each renewable project will require an individual financial assessment of current CAPEX costs and potential revenues (supported with a business case) when considering any new investment; for example decarbonisation of the heat network compared with Solar PV will have higher CAPEX costs and payback periods to be delivered

On the assumption that Swansea Council intended to install Solar PV towards reducing its carbon emissions within GHG Scope 1 (Authority owned properties), analysis of the financial appraisals for three current Solar PV projects has been undertaken calculating the average £-t/CO₂ for each project as illustrated in the table below:

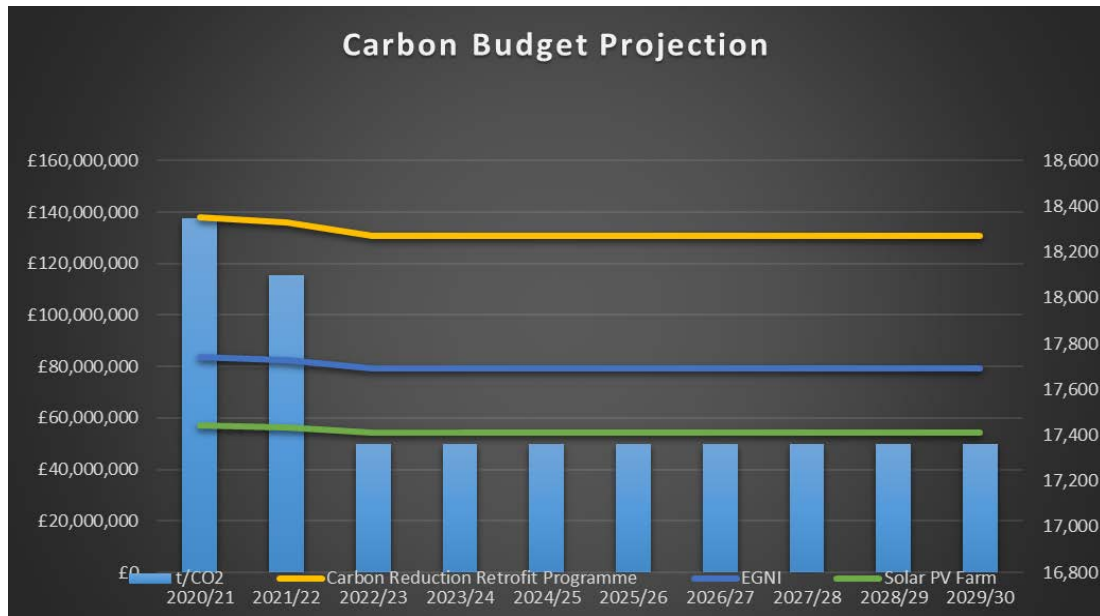
1. Carbon Reduction Retrofit Programme –The Service Provider are installing Solar PV systems across five sites ranging between 100.17kWp and 14.85kWp

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2. EGNU Community Scheme – Installing Solar PV systems across 15 schools ranging between 185kWp and 30kWp.
3. A 3MW Solar PV farm

| Project | kWh Savings | t/CO ₂ Savings | CAPEX | £-t/CO ₂ |
|-------------------------------------|-------------|---------------------------|------------|---------------------|
| Carbon Reduction Retrofit Programme | 161,202 | 37 | £280,157 | £7,522 |
| EGNI | 893,250 | 206 | £941,048 | £4,560 |
| Solar PV Farm | 3,189,600 | 737 | £2,300,000 | £3,121 |

The illustration below shows the potential Carbon Budget Projection of capital investment required for each project towards Swansea Council becoming net carbon emissions Authority



10 Funding Opportunities

Saving energy reduces carbon emissions; energy costs and releases funds for further investment opportunities in energy efficiency measures or for other purposes. Energy efficiency should be taken seriously if we are to meet legislative drivers, carbon targets and reducing the effect caused by the sensitivity in energy prices. All submitted energy projects seeking funding approval will be supported with a business case and financial appraisal.

10.1 Internal Funding

- Internal Funding - Projects funded by borrowing from Public Works Loan Board (PWLB) or 'top slicing' existing core budget Service Area allocations with the support of Head of Services. Any schemes which use PWLB funding will need to demonstrate commercial viability and a capital repayment period in line with CCS' MRP of up to 40 years.
- Capital Maintenance Budget – Energy maintenance budget allocation has been 'ring-fenced' to invest in energy saving initiatives, replacement of mechanical and electrical equipment selected as a result of nearing the end of their life expectancy; statutory compliance and business continuity concerns. This will ensure energy efficient equipment is being installed using with less energy and reducing our carbon emissions which will in turn assist in maintaining a sustainable asset portfolio in line with the overarching asset management plan.

The Energy Technology List (ETL), is a government list of energy efficient technologies, plant and machinery. The Energy Technology List, managed on behalf of Department for Business, Energy & Industrial Strategy (BEIS) by the Carbon Trust and their ETL team. Current Listed products - you can view the energy performance of ETL listed products in each technology category and find details of the manufacturers and suppliers who have listed the products. <https://www.gov.uk/guidance/energy-technology-list>

10.2 External Funding

- The Wales Funding Programme and the Welsh Energy Loan Fund

Salix Finance Ltd, a not-for-profit organisation funded by the Department for Energy and Climate Change, the Department for Education, the Welsh Government, the Scottish Government and Higher Education Funding Council for England, removes this barrier by making this capital accessible to the public sector. Upfront capital is a common barrier for public sector organisations seeking solutions that cut their energy consumption. Salix enables public sector organisations across England, Scotland, Wales and Northern Ireland to take a lead in tackling climate change by increasing their energy efficiency. Salix provides 100% interest-free capital for the public sector to reduce their energy costs by enabling the installation of modern, energy efficient <https://www.salixfinance.co.uk/>

11 Income Generation

There are Government incentive schemes to support the investment in renewable energy technologies which include:

11.1 Power Purchase Agreement

A power purchase agreement (PPA) is a contractual agreement between energy buyers and sellers. They come together and agree to buy and sell an amount of energy which is or will be generated by a renewable asset (for example, Solar PV farm). PPAs are usually signed for a long-term period between 10-20 years.

11.2 Smart Export Guarantee

Smart Export Guarantee (used to be known as 'feed-in tariff' (FIT) are payments from your energy supplier if you generate your own electricity, for example with solar panels or a wind turbine.

Installing new Small Scale Low Carbon Generation may apply for the Smart Export Guarantee (SEG) instead. This new scheme has been developed following a Government consultation which took in to account the views of members of the public, energy suppliers, NGOs and other key stakeholders. It will be available to technologies up to a capacity of 5MW, including:

- solar photovoltaic
- hydro
- micro-combined heat and power (with an electrical capacity of 50kW or less)
- onshore wind
- anaerobic digestion

Further details are available from the following web portal: <https://www.simpleenergyadvice.org.uk/pages/smart-export-guarantee>

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11.3 Renewable Heat Incentive (RHI)

The Renewable Heat Incentive has two schemes - Domestic and Non-Domestic. They have separate tariffs, joining conditions, rules and application processes. OFGEM administer both. You can only apply to one the schemes:

11.3.1 Renewable Heat Incentives (RHI) – Non Domestic

The non-domestic Renewable Heat Incentive (RHI) helps businesses, public sector and non-profit organisations meet the cost of installing renewable heat technologies.

Types of heating you can claim for:

- biomass
- heat pumps (ground source, water source and air source)
- deep geothermal
- solar thermal collectors
- biomethane and biogas
- combined heat and power (CHP) systems

Payments are made over 20 years and are based on the heat output of your system. The money is paid through the Non-domestic Renewable Heat Incentive (RHI) scheme. You can apply if your equipment was installed in England, Scotland or Wales on or after 15 July 2009.

Further details are available from the following web portal:

<https://www.gov.uk/non-domestic-renewable-heat-incentive>

11.3.2 Renewable Heat Incentives (RHI) – Domestic

The Domestic Renewable Heat Incentive (Domestic RHI) is a government financial incentive to promote the use of renewable heat. Switching to heating systems that use eligible energy sources can help the UK reduce its carbon emissions and meet its renewable energy targets. You can claim quarterly payments for seven years for the amount of clean, green renewable heat it's estimated their system produces. The money is paid through the Domestic RHI scheme

You can claim for:

- biomass boilers
- solar water heating
- certain heat pumps

Further details are available from the following web portal:

<https://www.gov.uk/domestic-renewable-heat-incentive>

12 Support and Partnerships

The list below are key organisations that Swansea Council have approached for guidance and advice; there are other organisations that can provide similar support.

Western Power Distribution

Western Power Distribution (WPD) have released their The Energy Data Hub to enable easy access to all of the existing data that they currently share with the industry, regulator and the customer:

- System and Network Data: Information and data related to our networks assets and system operation
- Costs and Charging: Data relating to connection and use of system charges
- Low Carbon Technologies: The amount of low carbon technologies connecting to WPD network is growing. This section contains more information on how we are enabling this
- Strategic Information: Find out what WPD are doing to build a smarter system and are investing to meet the future needs of our customers.
www.westernpower.co.uk/our-network/energy-data-hub

Energy Technology List

The Energy Technology List (ETL) - Government list of energy efficient technologies plant and machinery. In order for a product to be listed, it must meet the ETL's robust energy saving criteria - typically set at the top 25% of products in the market. The ETL features products such as boilers, electric motors, air conditioning and refrigeration equipment. The list functions as an easy-to-use procurement tool for energy managers, procurement professionals, facilities managers and a wide variety of other professions and organisations. The ETL gives the added reassurance to purchasers of measured and verified energy performance. The ETL is managed on behalf of Department for Business, Energy & Industrial Strategy (BEIS) by the Carbon Trust and ETL team.

<https://www.gov.uk/guidance/energy-technology-list>

Association for Public Service Excellence (APSE)

APSE (Association for Public Service Excellence) is a not for profit local government body working with over 300 councils throughout the UK. Promoting excellence in public services, APSE is the foremost specialist in local authority front line services, hosting a network for front line service providers in areas such as energy, waste and refuse collection, parks and environmental services, leisure, school meals, cleaning, housing and building maintenance.

APSEInfoServices@apse.org.uk

Welsh Government Energy Service Framework

Brings together the support services Welsh Government provided as Green Growth Wales and the Local Energy Service. The service provides a single point of contact for public sector organisations to provide the technical, commercial and project management support needed to deliver energy and resource efficiency and renewable energy projects. The Wales Funding Programme and the Welsh Energy Loan Fund together provide loans, including low or interest-free loans, to support installations

Charlotte.Norton@energyservice.wales

<http://www.government-online.net/welsh-government-energy-service-framework/>

Carbon Trust – Public Sector

The Public Sector Network is an innovative, sustainability-focused platform to support knowledge sharing and collaboration. The network delivers easily accessible information and engaging content across a range of topics, contributing to the wider green agenda and supporting the public sector in the reduction of its carbon footprint.

<https://www.carbontrust.com/what-we-do/strategy-and-advice/public-sector-sustainability>

Welsh Government National Procurement Service

The National Procurement Service promotes Welsh public sector procurement collaboration to deliver a good deal for Wales. They offer a number of collaborative procurement frameworks for a range of goods and services. Under the Utilities category framework; support is available from your energy supplier

Electricity: EDF Energy - Nick.Mullett@edfenergy.com

DRAFT ONLY

Gas: Corona Energy - debbie.ridgway@coronaenergy.co.uk
Water: Welsh Water - Amy.Steed@dwrcymru.com

SIGMA Monitoring and Targeting

SIGMA Monitoring and Targeting software system provides the tools to analyse consumption data and manage Monitoring and Targeting (M&T) activities at scale

Kim Gower

Customer Success Trainer

01908 690018 Ext 209

07462 137992

kgower@teamenergy.com

Zero Carbon Places

Zero Carbon Places is a network of local authorities with the principal aim of working together to achieve their carbon targets, free to join.

<https://www.zerocarbonplaces.org/>

Consortium of Local Authorities in Wales (CLAW)

CLAW is the Consortium of Local Authorities in Wales that supports the professional and technical interests of property management in local government in Wales. CLAW was formed in 1962 and now works with representatives from the elected members and officials of all Welsh local authorities together with a number of associate member organisations for the promotion of excellence in the management of property assets.

Bethan.LloydDavies@ceredigion.gov.uk

Welsh Government NEST Scheme

Energy Saving Trust delivers the marketing, customer engagement and telephone advice service for the Welsh Government's Nest scheme which aims to combat fuel poverty in Wales.

The Nest scheme offers a range of advice and support on energy efficiency, money management, energy tariffs and benefit entitlement checks to households across Wales. The scheme also offers householders in receipt of a means tested benefit and living in the most energy inefficient homes a range of improvement measures to help heat their homes more efficiently and save them money on their energy bills.

<https://nest.gov.wales/en/>

Local Partnership Support

Low Carbon Swansea Bay & Swansea Environmental Forum

Low Carbon Swansea Bay (originally Low Carbon Swansea) was set up in 2011 by Swansea Environmental Forum to help reduce Swansea's carbon footprint. It's overarching purpose is to develop a co-ordinated, integrated and sustainable approach to reducing carbon emissions across all sectors in Swansea and south-west Wales. It's more specific aims are:

- To develop and champion a coordinated approach to carbon reduction.
- To ensure that reductions are measurable and meet or exceed national targets.
- To maximise opportunities for carbon reduction projects in the region to access resources and share good practice

Low Carbon Swansea lcs@environmentcentre.org.uk

Swansea Bay City Deal

DRAFT ONLY

The Swansea Bay City Deal is a £1.3bn investment in 11 major projects across the Swansea Bay City Region – which is made up of Carmarthenshire, Neath Port Talbot, Pembrokeshire and Swansea together with the Abertawe Bro Morgannwg and Hywel Dda University Health Boards, Swansea University, the University of Wales Trinity Saint David, and private sector partners. The City Deal is being funded, subject to the approval of project business cases, by the UK Government, the Welsh Government, the public sector and the private sector.

Georgia Mostyn
Development Manager
Georgia.Mostyn@energyservice.wales

13 Appendix A - Notice of Motion – Climate Emergency

The Meeting of the Council of the City and County of Swansea held on Thursday 27th June 2019 unanimously approved that the Notice of Motion – Climate Emergency be supported:

...This Council therefore declares climate emergency, and calls upon the government of the United Kingdom to do the same. We commit to:

- Call upon the UK and Welsh governments to provide us with the necessary powers and resources to ensure Swansea becomes carbon neutral by 2030.
- Publicise climate emergency and promote a greater awareness of the truth of climate change amongst the local population.
- Work with relevant experts in research and development to:
 - a. Review our current strategies and action plans for addressing climate change.
 - b. Identify any further policy changes or actions which we could undertake, within the scope of our powers and resources, to meet the challenge of climate emergency.
 - c. Seek the help of local partners such as Swansea University and other research bodies to, within one year, produce a report to share with the community, explaining work already underway and achievements already made, as well as targets for the future.
- Update on further work undertaken by the Council in this area on an annual basis through the Council Annual Review of Performance Report section on corporate objective - *Maintaining and enhancing Swansea's natural resources and biodiversity.*

The full text can be found on the Council's website.

<https://democracy.swansea.gov.uk/documents/g8473/Public%20reports%20pack%20Thursday%2027-Jun-2019%2017.00%20Council.pdf?T=10&LLL=0>

Appendix B
Energy and Carbon Management Strategy


14 Appendix B – Scope 1: Carbon Emissions 2019/20















| Financial Year - 2019 / 2020 | Gas | Electricity | Total | Percentage |
|--|-------------------|-------------------|-------------------|-------------|
| Services / Units | t/CO ₂ | t/CO ₂ | t/CO ₂ | % |
| Burials & Cremation Division | 147 | 63 | 210 | 1% |
| Car Parks & Park and Ride | 0 | 204 | 204 | 1% |
| City Centre Management (Swansea Market; Big Screen; feeder pillars) | 0 | 81 | 81 | 0% |
| Community Buildings | 215 | 92 | 306 | 2% |
| Comprehensive Schools | 2950 | 1602 | 4552 | 24% |
| Corporate Building & Property – Estate (Workshops / Depots) | 0 | 15 | 15 | 0% |
| Corporate Building & Property - Facilities Management (Civic Centre, Guildhall) | 981 | 1145 | 2126 | 11% |
| Culture & Tourism (Grand Theatre) | 211 | 150 | 361 | 2% |
| Economic Regen & Planning (Bishop Woods Visitors Centre) | 0 | 3 | 3 | 0% |
| Education Otherwise than at School (Mynyddbach Site; Brondeg House) | 156 | 67 | 223 | 1% |
| Highways & Transportation (Environment Eng & Transport Depot; CTU / Pipehouse Wharf Depot; Quadrant Bus Interchange) | 244 | 248 | 492 | 3% |
| Housing (District Housing Offices; Sheltered Housing) | 2662 | 534 | 3195 | 17% |
| Indoor Leisure (Pentrehafod Sports Centre) | 250 | 8 | 259 | 1% |
| Libraries | 59 | 75 | 134 | 1% |
| Life Long Learning (Bryn House Community Learning Centre) | 2 | 3 | 6 | 0% |
| Municipal Waste Sites | 0 | 150 | 150 | 1% |
| Museum Services (Swansea Museum; Glynn Vivian Art Gallery) | 159 | 185 | 344 | 2% |
| Nursery Schools (Sea View Flying Start) | 0 | 3 | 3 | 0% |
| Other (Phoenix Centre; temp supply at Parc y Helig) | 0 | 9 | 9 | 0% |
| Out of School Activities (Borfa House Activity Centre; Rhossili Outdoor Pursuit Centre) | 0 | 14 | 14 | 0% |
| Outdoor Leisure (Blackpill Lido; Park Cwmdonkin; Park Pontlliw Pavilion; Parc y Werin; Park Coedbach; Bowls Pavilion) | 4 | 56 | 59 | 0% |
| Parks | 295 | 165 | 460 | 2% |
| Pollution Control (Equipment and Air Monitoring) | 0 | 20 | 20 | 0% |
| Poverty and Prevention (Action Resource Centre; Topic House; Communities First-East Cluster) | 27 | 6 | 32 | 0% |
| Primary Schools | 2257 | 1445 | 3702 | 20% |
| Pumping Station (Swansea Vale; George Bros Yard; Wychtree Roundabout) | 0 | 6 | 6 | 0% |
| Social Services (HFA and Day / Residential Centres) | 932 | 394 | 1325 | 7% |
| Special Schools (Ysgol Penybryn; Ysgol Crug Glas) | 181 | 51 | 232 | 1% |
| Swansea Marina | 0 | 121 | 121 | 1% |
| Waste Management (Public Convenience) | 0 | 33 | 33 | 0% |
| Youth Services (Youth Centre Gorseinon; Youth Centre Stadwen; Youth Centre Blaenymaes; Dynevor Information Centre) | 30 | 53 | 83 | 0% |
| TOTAL | 11,760 | 6,997 | 18,757 | 100% |

Swansea Council: The Energy and Carbon Management Strategy Action Plan (2020 – 2030)

The Energy and Carbon Management Strategy Action Plan aligns its carbon emissions actions with the widely used international reporting tool, the Greenhouse Gases (GHG) Protocol which categories Greenhouse gas emissions into three Scopes

| Scope 1 – Direct Emissions: Non-Domestic Buildings | | | | | | | |
|--|---|---|------------------------|--|--|-----------------------------|----------------------------|
| Energy Strategy and Management Actions | | | | | | | |
| No. | Projects | Action Required /Benefit of Objective | Lead Officer | | Short Term 0 to 3 years | Medium Term 4 to 7 years | Long Term 8 to 10 years |
| | Energy and Carbon Management Plan | Plan being updated, reflecting climate change declaration | Energy Manager | | | Annual Review | Annual Review |
| | ISO 50001 / Carbon Trust Accreditation | Provides a recognised and accredited energy management framework of requirements | Energy Manager | | | Annual Review | Annual Review |
| | Publish performance reports on progress towards becoming a net zero carbon local authority by 2030 | Waiting for Welsh Government to publish their Net Zero Carbon Reporting framework | Energy Manager | | | Annual Reporting | Annual Reporting |
| | Develop appropriate target for renewable energy generation /off setting as part of annual review of action plan | New buildings / Refurbishment programmes opportunities for installing renewable technologies / identify off setting opportunities | Energy Manager | | | Continuing | Continuing |
| | Energy management | Maintain CPD / complete related courses / attend energy events / support CLAW etc. | Energy Team | | | Continuing | Continuing |
| | Implement meeting with Building Maintenance Services | To discuss implementation of Capital Maintenance energy efficiency schemes / capital maintenance budget | Energy Manager | | | Monthly Review | Monthly Review |
| | Energy Purchase Analysis | Electricity and Gas EDI bills are imported into Team Sigma M&T system for data validation (consumption / cost).prior to payment | Energy Management Team | | | Monthly Review | Monthly Review |
| | Imbedding Sustainability within the Procurement Process | Include the Sustainable Procurement Assessment Framework (SPAF) in the procurement process. | Energy Manager | | Included in the renewal of DEC/AR procurement assessment | | |

| | | | | | | | |
|--|--|---|------------------------|--|---|--|--|
| | Sigma Monitoring and Targeting Software system | Level 1 training to enable database set up; data analysis and reporting | Energy Management Team | | Level 1 training completed 27 Feb 20 | | |
| | British Gas | Resolve issues of outstanding bills to release rebate value of £35k | Energy Management Team | |  | | |

| Scope 1 – Direct Emissions: Non-Domestic Buildings | | | | | | | |
|---|--|--|------------------------|--|---|--|----------------------------|
| Energy Trend Analysis | | | | | | | |
| No. | Projects | Action Required /Benefit of Objective | Lead Officer | | Short Term 0 to 2 years | Medium Term 3 to 7 years | Long Term 7 to 10 years |
| | Phase 1 Refit Project - Measurement and Verification (M&V) | M&V plans being compiled by the Service Provider, to be reviewed by WG Energy Services to measure and verify savings | Energy Manager | |  | Annual Reporting (end of payback period)  | |
| | SIGMA Monitoring and Targeting software system | Utilise the software modules (ie. energy reports) to support energy and cost reduction initiatives | Energy Management Team | |  | Annual Reporting  | Annual Reporting |
| | SIGMA Monitoring and Targeting software system | Budget Monitoring | Energy Management Team | |  | Annual Review  | Annual Review |
| | SIGMA Monitoring and Targeting software system | Import HH data from electricity and gas meters | Energy Management Team | |  | Monthly Import  | Monthly Import |
| | Review Display Energy Certificates and Advisory Reports | Set up a database to categorise buildings energy performance ratings to identify poor performing buildings. | Energy Management Team | |  | Annual Review  | Annual Review |
| | Fuel Sources | Collate consumption data from all fuel sources for data reporting accuracy | Energy Management Team | |  | Monthly Collation  | Monthly Collation |
| | Swansea Council – Solar PV modules | Corporate building (Guildhall) and Schools x 4 | Energy Manager | |  | Annual Review  | Annual Review |

| | | | | | | | |
|--|-------------------------------|--|----------------|--|--|----------------|----------------|
| | EGNI Co-op – Solar PV modules | Orsis Energize software to download generation from solar PV | Energy Manager | | | Monthly Review | Monthly Review |
|--|-------------------------------|--|----------------|--|--|----------------|----------------|

Scope 1 – Direct Emissions: Non-Domestic Buildings

Energy Projects

| No. | Projects | Action Required /Benefit of Objective | Lead Officer | | Short Term 0 to 2 years | Medium Term 3 to 7 years | Long Term 7 to 10 years |
|-----|---|--|------------------------|--|----------------------------|-----------------------------|----------------------------|
| | Phase 1 Refit Project – Provide project management support towards its delivery | IGP in place identifying all sites for Energy Conservation Measures (ECMs) / cost and carbon reduction savings | Energy Manager | | Project Implementation | Measurement & Verification | Measurement & Verification |
| | Develop Phase 2 Refit: ECM projects (potential Phase 3) | Potential Services – Education; Housing; Community Care homes; decarbonisation of heat network | Energy Manager | | Project Audits | Project Implementation | Measurement & Verification |
| | Solar PV Farm – Working with Welsh Government Energy Services. | Collaborating with Welsh Government Energy Services on model size scenarios and financial appraisal assumptions towards the development of a Ground Mounted Solar PV farm | Energy Manager | | Project Implementation | Project Implementation | Measurement & Verification |
| | Endotherm - Heating additive designed to increase the efficiency of wet central heating systems; potential 15% savings on heating costs | Business case submitted to Head of Building Services for funding approval to undertake trial and monitor performance of financial and carbon savings. Potential rollout dependant on results and funding approval. | Energy Manager | | | | |
| | Install Automatic energy metering (AMR) / smart meters across Corporate Premises | AMR framework contracts established by the Government Procurement Service.– accurate and timely energy data for energy analysis and billing | Energy Management Team | | Project Implementation | Installation as Required | Installation as Required |
| | Water Emissions – Scope 3 Reportable | Water information cleansing to be completed, data not being captured by SIGMA for emissions reporting; bill validation and water management (leakage) | Energy Management Team | | | | |

| | | | | | | | |
|--|---|---|------------------------|--|--|--|--|
| | Work with Welsh Water installing telemetry metering | To monitor nightlines, identify leakage and submit non return claims to Welsh Water. Project rollout dependent on funding approval. | Energy Management Team | | | | |
| | EGNI – Solar PV for Schools | Business Case submitted to Education to Install circa 0.8 MW of solar PV on 15 schools | Energy Manager | | Not approved due to installation timescales – EGNI to resubmit offer | | |

| Scope 1 – Direct Emissions: Non-Domestic Buildings | | | | | | | |
|---|---|--|------------------------|--|----------------------------|-----------------------------|----------------------------|
| Energy Awareness Programmes | | | | | | | |
| No. | Projects | Action Required /Benefit of Objective | Lead Officer | | Short Term 0 to 2 years | Medium Term 3 to 7 years | Long Term 7 to 10 years |
| | Develop and Implement staff awareness programmes | New behaviour programme / publicity required to be developed | Energy Management Team | | | Continuing | Continuing |
| | Energy Champions | Appoint energy champions to advocate energy efficiency throughout the Authority and encourage their co-workers to adopt 'cleaner' practices in both the workplace and their everyday lives. | Energy Manager | | | Continuing | Continuing |
| | Publish success stories of best practice Energy Conservation Measures | Publish success stories via staff intranet | Energy Manager | | | Continuing | Continuing |
| | Sigma Energy Viewer | Supports the delivery of the energy and carbon management strategy through data dashboards that enable users to monitor, engage and share their energy information across their entire estate. | Energy Manager | | | Continuing | Continuing |
| | Low Carbon Schools Programme | Engaging with head teachers, ECO Clubs, premise managers on energy saving initiatives | Energy Manager | | | Continuing | Continuing |
| | Support carbon awareness campaigns | Earth Hour | Energy Management Team | | | Continuing | Continuing |
| Scope 1 – Direct Emissions: Non-Domestic Buildings | | | | | | | |

| Energy Procurement | | | | | | | |
|---------------------------|---|---|----------------|--|----------------------------|-----------------------------|----------------------------|
| No. | Projects | Action Required /Benefit of Objective | Lead Officer | | Short Term 0 to 3 years | Medium Term 4 to 7 years | Long Term 8 to 10 years |
| | Energy Contracts & Tariff Selection/Analysis | Undertake an energy procurement review with potential savings typically >5% improvement on traditional buying consortium's offers | Energy Manager | | | Annual Review | Annual Review |
| | Maximum Import Capacity (MIC) | Review with electricity energy supplier MIC reduction across 18 MPANS with potential savings of £25k | Energy Manager | | | Annual Review | Annual Review |
| | Display Energy Certificates and Advisory Reports – Renew Procurement Contract | Current procurement contract expires 31 Mar 20 (compliant with Energy Performance of Buildings Regulations). | Energy Manager | | | Annual Requirement | Annual Requirement |

| Scope 2 – In Direct Emissions: Procurement of Energy | | | | | | | |
|---|---|---|----------------|--|----------------------------|-----------------------------|----------------------------|
| Procurement of Energy | | | | | | | |
| No. | Projects | Action Required /Benefit of Objective | Lead Officer | | Short Term 0 to 3 years | Medium Term 4 to 7 years | Long Term 8 to 10 years |
| | Electricity - Energy Purchase Renewable Sources | Electricity is 100% renewable sourced via Crown Procurement Service | Energy Manager | | | Contract Renewal | Contract Renewal |
| | Gas - Energy Purchase Renewable Sources | Green Gas - investigate viability and cost impact via Crown Procurement Service | Energy Manager | | | Contract Renewal | Contract Renewal |

Scope 3 This covers carbon emissions not controlled or owned by the authority and only has powers of influence/ support / engagement to seek the necessary changes and needs to be divided into two elements:

- a. The authority's own work and the wider economy, for example engaging with procurement covering environmental impacts as part of contract of services; housing (i.e. sustainability); collaborating with Welsh Government / working with other public sector organisations (Swansea University / Health Service).
- b. The second element of this strategy is to work with everyone else to achieve a significant Swansea change area wide, for example engaging with Low Carbon Swansea Bay & Swansea Environmental Forum / Community Enterprises / private sector

This engagement will be enhanced by the introduction of the Climate Change Charter.

| Scope 3 – Indirect Emissions | | | | | | | |
|-------------------------------------|---|---|--|--|------------------------------------|-------------------------------------|------------------------------------|
| Indirect Emissions | | | | | | | |
| No. | Projects | Action Required /Benefit of Objective | Lead Officer | | Short Term 0 to 3 years | Medium Term 4 to 7 years | Long Term 8 to 10 years |
| | Collaborate with Welsh Government and other Public Bodies to introduce carbon reporting as part of the ambition to achieve a carbon neutral Welsh public sector by 2030 | Engage with local people and businesses and help them be smarter and better prepared for the impacts of climate change, this will be enhanced by the introduction of the Climate Change Charter | Biodiversity and Corporate Climate Change Working Group' | | | | |
| | Collaborate with Welsh Government and Swansea Bay City Region partners to establish a Regional Energy Plan for South West Wales | engage with local people and businesses and help them be smarter and better prepared for the impacts of climate change, this will be enhanced by the introduction of the Climate Change Charter | Biodiversity and Corporate Climate Change Working Group' | | | | |
| | Swansea Community Energy & Enterprise Scheme (SCEES) – Solar PV Generation | Solar PV modules installed on 14 schools and 1 residential residence. Carbon savings claimed. | Energy Manager | | | Annual Review | Annual Review |
| | EGNI Co-op (Community scheme) – Solar PV for Schools | Solar PV modules installed on three comprehensive schools. | Energy Manager | | | Monthly Review | Monthly Review |

Please ensure that you refer to the Screening Form Guidance while completing this form. If you would like further guidance please contact your directorate support officer or the Access to Services team (see guidance for details).

| | |
|--|-------------------|
| Section 1 | |
| Which service area and directorate are you from? | |
| Service Area: | Property Services |
| Directorate: | Place |

Q1(a) WHAT ARE YOU SCREENING FOR RELEVANCE?

| | | | | | |
|--------------------------|--------------------------|--------------------------|-------------------------------------|-------------------------------------|--------------------------|
| Service/ Function | Policy/ Procedure | Project | Strategy | Plan | Proposal |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |

(b) Please name and describe below

PDC report for further consultation -This Energy and Carbon Management Plan will build on those existing energy saving initiatives and strategies developed from the last Energy Strategy Paper (2016), but focusing exclusively on the many aspects of energy efficiency across the Authority’s owned buildings, looking at the building fabric, the building services and the management of the building (including renewable technology options). To ensure that the Plan reaches its full potential within the Authority, the establishment of the Corporate Climate Change Working Group to bring together the governance of the other six key carbon related strategies under one co-ordinated programme and meeting the aspirations of becoming a net zero carbon emissions Authority by 2030 is essential. Subsequent EIA’s will be developed for all individual work strands as they progress, once plan has received approval.

Q2(a) WHAT DOES Q1a RELATE TO?

| | | |
|---------------------------------------|---|--|
| Direct front line service delivery | Indirect front line service delivery | Indirect back room service delivery |
| <input type="checkbox"/> (H) | <input checked="" type="checkbox"/> (M) | <input type="checkbox"/> (L) |

(b) DO YOUR CUSTOMERS/CLIENTS ACCESS THIS...?

| | | | |
|------------------------------|------------------------------|---|---------------------------------------|
| Because they need to | Because they want to | Because it is automatically provided to everyone in Swansea | On an internal basis i.e. Staff |
| <input type="checkbox"/> (H) | <input type="checkbox"/> (M) | <input checked="" type="checkbox"/> (M) | <input type="checkbox"/> (L) |

Q3 WHAT IS THE POTENTIAL IMPACT ON THE FOLLOWING...

| | High Impact (H) | Medium Impact (M) | Low Impact (L) | Don't know (H) |
|--------------------------------|--------------------------|--------------------------|-------------------------------------|--------------------------|
| Children/young people (0-18) → | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| Any other age group (18+) → | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| Disability → | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| Gender reassignment → | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| Marriage & civil partnership → | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| Pregnancy and maternity → | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| Race → | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |

Equality Impact Assessment Screening Form

Religion or (non-)belief x
 Sex x

Sexual Orientation x
 Welsh Language x
 Poverty/social exclusion x
 Carers (inc. young carers) x
 Community cohesion x

Q4 HAVE YOU / WILL YOU UNDERTAKE ANY PUBLIC CONSULTATION AND ENGAGEMENT RELATING TO THE INITIATIVE?

YES x NO (If NO, you need to consider whether you should be undertaking consultation and engagement – please see the guidance)

If yes, please provide details below

No – as a specific strategy but yes in the wider context of Climate Change – team are currently looking at a full comms. and engagement plan.

Q5(a) HOW VISIBLE IS THIS INITIATIVE TO THE GENERAL PUBLIC?

| | | |
|---|---|--|
| High visibility <input type="checkbox"/> (H) | Medium visibility x <input type="checkbox"/> (M) | Low visibility <input type="checkbox"/> (L) |
|---|---|--|

(b) WHAT IS THE POTENTIAL RISK TO THE COUNCIL'S REPUTATION?
(Consider the following impacts – legal, financial, political, media, public perception etc...)

| | | |
|---|---|--|
| High risk <input type="checkbox"/> (H) | Medium risk <input type="checkbox"/> (M) | Low risk x <input type="checkbox"/> (L) |
|---|---|--|

Q6 Will this initiative have an impact (however minor) on any other Council service?

Yes x No **If yes, please provide details below**

Q7 HOW DID YOU SCORE?

Please tick the relevant box

**MOSTLY H and/or M → HIGH PRIORITY → EIA to be completed
 Please go to Section 2**

**MOSTLY L → LOW PRIORITY / NOT RELEVANT → Do not complete EIA
 Please go to Q8 followed by Section 2**

Q8 If you determine that this initiative is not relevant for a full EIA report, you must provide adequate explanation below. In relation to the Council's commitment to the UNCRC, your explanation must

Equality Impact Assessment Screening Form

demonstrate that the initiative is designed / planned in the best interests of children (0-18 years). For Welsh language, we must maximise positive and minimise adverse effects on the language and its use. Your explanation must also show this where appropriate.

This is an overarching plan that when approved will be broken down into many projects. At this point EIA's will be undertaken for each of these individually.

Section 2

NB: Please email this completed form to the Access to Services Team for agreement before obtaining approval from your Head of Service. Head of Service approval is only required via email – no electronic signatures or paper copies are needed.

| |
|-------------------------------------|
| Screening completed by: |
| Name: Alex O'Brien |
| Job title: Property Manager |
| Date: 21.9.20 |
| Approval by Head of Service: |
| Name: Geoff Bacon |
| Position: Head of Property Services |
| Date: 21/9/20 |

Please return the completed form to accesstoservices@swansea.gov.uk

Agenda Item 5



Report of the Director of Place

Equalities and Future Generations Policy Development Committee
29 September 2020

Sustainable Development Policy

| | |
|---------------------------|--|
| Purpose: | To refresh the Sustainable Development Policy in line with the Well-being of Future Generations Act (Wales) 2015 |
| Policy Framework: | Sustainable Development Policy |
| Recommendation(s): | It is recommended that: 1) The draft sustainable development Policy is approved for further consideration by Council. 2) The policy is linked to a sustainable development action plan reporting to CMT. |
| Report Author: | Suzy Richards |
| Finance Officer: | Paul Roach |
| Legal Officer: | Sally-Ann Evans |
| Equalities: | Rhian Millar |

1. Background

- 1.1 Swansea Council's corporate Sustainable Development Policy was last reviewed and adopted at Council in January 2012.
- 1.2 Previous policies predate the Well-being of Future Generations Act (Wales) 2015 (which placed a statutory duty on local authority to deliver sustainable development). However Swansea Council's definition of sustainable development (Bruntland 1987) is the same as that underpinning the Act's sustainable development principle.

'to act in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.'

- 1.3 The Sustainable Development Policy is the Council's principal vehicle for mainstreaming sustainable development throughout the authority. It is needed to help explain what sustainable development means in Swansea and as a focus for co-ordinating cross cutting actions.
- 1.4 Sustainable development underpins our Corporate Plan so is a streamlined way to permanently embed emerging issues, new legislation and regulations into the way the Council does business.
- 1.5 The challenge for 2020 is to further embed sustainable development into all levels of decision making at the earliest possible stage. Cultural and behavioural change across services and at all levels of the organisation is key. A refreshed sustainable development policy provides a local policy context and structure necessary to improve the ways we work as an organisation for both current and future generations.

2. Rationale for a Sustainable Development Policy

The following drivers suggest that an updated Sustainable Development Policy is required:

- 2.1 The Well-being of Future Generations Act (Wales) 2015 places a duty on the Council to carry out sustainable development. The policy needs updating to reflect and embed the cultural change required by this Act. The sustainable development principle's 'Five Ways of Working' are applied in ways that lead Wales in some services but are less well applied in others. A consistent rather than ad hoc approach is needed to ensure outcomes maximise social, economic, cultural and environmental well-being.
- 2.2 Welsh Government Guidance on 'Making Good Decisions' suggests that decisions are potentially vulnerable to legal challenge and judicial review where consideration of the Act cannot be demonstrated throughout the decision making process. An updated policy would help address any corporate gaps or vulnerabilities.
- 2.3 The Future Generations Commissioner provides advice for public bodies and is placing increasing emphasis on demonstrating how sustainable development is taken into account from the earliest stage of decision making throughout organisations. This Policy helps to meet recommendations in the Statutory Future Generations Report 2020.
- 2.4 The Local Government Measure 2009 in its supporting guidance states that local authorities will need to set improvement objectives especially in terms of social, environmental and economic well-being that contribute to the achievement of sustainable development of an area. Sustainability is identified as one of the issues that local authorities need to improve on in the delivery of its functions. This measure is still in force and is assessed by Wales Audit Office as part of our Annual Review of Performance.

3. Opportunities and benefits

- 3.1 The Corporate (Well-being) Plan and its priorities (well-being objectives) are expressed in terms of the sustainable development principle's ways of working and how they maximise contribution to the well-being goals. In addition, increasingly funding bids and external reporting are framed using the sustainable development principle. Impact Assessments and decision making tools also need to use the same criteria to improve decision making.
- 3.2 This means there are opportunities to reduce duplication by using a common vocabulary in order to collate information once then build on and use it to meet multiple purposes.
- 3.3 Sustainable development underpins our corporate plan so it makes sense for this framework to help organise policies strategies and plans align in a logical way.
- 3.4 The Well-being goals provide a means to connect and integrate our policies and ensure a joined up approach.
- 3.5 Climate change and decarbonisation explicitly underpin three of the seven goals. This provides a means of ensuring action is embedded in all services.
- 3.6 There are some gaps in staff knowledge and understanding of sustainable development that may prevent multiple outcomes being identified and achieved. A refreshed sustainable policy would provide clarity and a renewed focus for training.
- 3.7 Sustainable development as a lens to balance decision making is a useful way to communicate the complexity of decision making and demonstrate accountability. The policy provides a way to embed using sustainable development as a tool to balance social, economic, environmental and cultural considerations taking account of the short and long term impacts.

4. The 2020 Sustainable Development Policy

This draft policy in Appendix A sets out

- a vision for Swansea's future well-being
- a definition of sustainable development
- What the five ways of working mean for Services
- What the Well-being Goals mean for Services
- The Council's Well-being Objectives
- Where the change is needed- 7 Corporate Areas

- Delivery mechanism, governance and accountability

5. Implications

5.1 Financial

There are no financial implications associated with this report

5.2 Legal

There are no legal implications other than those already mentioned in the report.

5.3 Equalities

There are no additional Equalities implications associated with this Report

Appendix A: Draft Sustainable Development Policy

Draft Sustainable Development Policy

This policy aims to set out why sustainable development is central to everything that we do at Swansea Council, how the Well-being of Future Generations Act (Wales) 2015 (WFG Act) provides a legislative context for our actions at a local level and what the Council, its elected members, its services and officers can do to embed and deepen this ongoing change.

1. Background

1.1 Swansea Council has long been a leader in sustainable development publishing our first sustainable development policy in 2006. This current revised policy applies the principles of the Well-being of Future Generations Act (Wales) 2015 (WFG Act) and aims to guide services in embedding the change necessary for the future.

2. Our Vision

2.1 Swansea Council understands that 'business as usual' isn't enough to deliver the Swansea we want in these challenging times. Sustainable development is a way of thinking and working that looks at the bigger picture balancing wider costs and benefits, both now and in the future.

2.2 Sustainable development is about getting the best out of all our resources today, while making sure we have plenty of resources for tomorrow. We have to look again and see the full potential of our city and countryside. Then, use this knowledge to come up with new ways to tackle old problems.

2.3 By working with local people so they can help themselves, we can help build stronger communities. By looking after our surroundings, we grow healthier and by finding new ways to make money and reduce waste, we become wealthier.

3. Key Principles

3.1 Swansea Council has a well-being duty for all its services to carry out sustainable development.

3.2 Sustainable Development is defined in law as.

” the process of **improving the economic, social, environmental and cultural well-being of Wales**, in accordance with the sustainable development principle, aimed at achieving the well-being goals’

WFG Act, Part 2 Improving well-being’ section 2 sustainable development

3.3 The Sustainable Development Principle means we must

Act in a way that **‘ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs’**.

WFG Act, Improved well-being, section 5, the sustainable development principle, paragraph (1)

3.4 The Five Ways of Working set out how we apply the sustainable development principle in practice. Services need to demonstrate that they apply each of these approaches in designing, planning and delivering services.

| The Five Ways of Working | Description | What this means for services |
|---------------------------------|---|---|
| Long Term | The importance of balancing short-term needs with the needs to safeguard the ability to also meet long-term needs | Consider future trends including global heating and biodiversity loss, impacts on future generations, impacts on the next generation (25 to 30 years) and look at least ten years ahead |
| Prevention | How acting to prevent problems occurring or getting worse may help public bodies meet their objectives | Take intervention action earlier rather than at crisis or trigger points. Consider the cost of no action and potential costs avoided. Look for ways to value benefits of addressing root causes rather than symptoms. |

| | | |
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| Integration | Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their objectives, or on the objectives of other public bodies. | Consider the objectives of other services, corporate well-being objectives and local well-being objectives set out in Policies and Strategies and Plans. The objectives of other public bodies and our partners in the third sector. Impact on each of the national well-being goals |
| Collaboration | Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives | Work closely with other services as One Council and work together with colleagues from across the public sector as well as with the third and private sectors. |
| Involvement | The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves | Engage with citizens, communities and staff at the earliest appropriate stages and throughout processes. Use corporate policies and mechanisms to engage, consult, co-design or coproduce as appropriate |

3.5 The National Well-being goals

The seven well-being goals set out the future that we are working towards. Services must maximise their contribution to each of the goals if Swansea Council is to improve Swansea's well-being. It is important we consider full description of each goals rather than just the headline title.

| Goal | Description of the Goal | What this means for Services <i>(Based on Future Generations Commissioners Journey Checkers)</i> |
|---------------------------|---|--|
| A prosperous Wales | An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work. | <ul style="list-style-type: none"> • Fair and local procurement to promote inclusive growth. • Drive practices which allow people to secure decent work. • Support inclusive local economies and the foundational economy. • Reduce carbon emissions and use low carbon energy, support community energy and a low carbon society. • Develop a skilled population, fit for future technological change. |
| A resilient Wales | A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (including climate change). | <ul style="list-style-type: none"> • Manage land to create healthy functioning ecosystems, to maintain soil and biodiversity. • Support social resilience and community well-being via natural green space. • Increase awareness and knowledge of a biodiverse natural environment • Protect water and air quality making the environment healthier for wildlife and people. • Use resources efficiently. |
| A healthier Wales | A society in which people's physical and mental well-being is maximised and in which choices | <ul style="list-style-type: none"> • Support people to act with compassion and facilitate understanding of mental |

| | | |
|---|--|---|
| | <p>and behaviours that benefit future health are understood.</p> | <p>wellbeing.</p> <ul style="list-style-type: none"> • Promote the benefits of physical activity for everyone. • Enable places to support the health and wellbeing of people and communities. • Support people to understand behaviours and choices that benefit future health. |
| <p>A more equal Wales</p> | <p>A society that enables people to fulfil their potential no matter what their background or circumstances.</p> | <ul style="list-style-type: none"> • Ensure equal access to decent jobs and fair work recognising everyone’s value. • Enable people to develop the skills, education and knowledge to be fulfilled. • Give people equal opportunities to participate in decision making. • Understand the causes and symptoms of health inequalities, including Adverse Childhood Experiences and Violence against Women Domestic Abuse and Sexual Violence |
| <p>A Wales of cohesive communities</p> | <p>Attractive, viable, safe and well-connected communities.</p> | <ul style="list-style-type: none"> • Create conditions where people and communities can be active and do the things that matter to them. • Support communities to be well connected and safe • Support vibrant foundational economies. |

| | | |
|--|--|---|
| | | <ul style="list-style-type: none"> • Value the role and potential of community anchor organisations in building cohesive communities |
| <p>A Wales of vibrant culture and thriving Welsh language</p> | <p>A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, sports and recreation.</p> | <ul style="list-style-type: none"> • Develop skills, increase opportunities and respect our status as a bilingual nation. • Support people to engage with culture in their daily working and recreational lives. • Use cultural and linguistic interventions to address wider societal issues. • Use culture and the Welsh language as a driver for economic and environmental change. • Enable our citizens to access and engage with their own and other cultures. |
| <p>A globally responsible Wales</p> | <p>A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p> | <ul style="list-style-type: none"> • Ensure supply chains are fair, ethical and sustainable. • Support sustainable behaviour and making connections. • Ensure Swansea is welcoming, safe and fair to all. • Ensure we use the earth's resources efficiently and contribute to global well-being. • Make the right financial decisions now, to enable future generations to thrive. |

The Council and every service and officer must work towards all of the goals. The goals are equally important and should each be considered for all decision making even if the contribution is limited. This ensures every action creates maximum value and impact.

Making sure we maximise our contribution to the well-being goals indirectly ensures we play our part in improving global well-being. The well-being goals map directly against the UN Sustainable Development Goals for 2030.

4. Embedding Sustainable Development

4.1 Our Well-being Objectives

In order to carry out sustainable development, the Council sets Well-being Objectives in our Corporate (Well-being) Plan. Services plan how they contribute to the steps that make up each well-being objective while maximising contribution to the well-being goals.

All decision making must consider its contribution to the Council's well-being objectives both individually and taken together.

4.2 Areas for Change

Seven areas have been identified in statutory guidance where the change needs to happen. These corporate functions support services to apply the five ways of working, contribute to the well-being goals and deliver the well-being objectives.

The areas for change are:

- Corporate Planning
- Financial planning
- Workforce planning (people)
- Procurement
- Assets
- Risk management
- Performance management

4.3 Delivery, Governance and Accountability

The Policy will be delivered by the whole Council through corporate policies and strategies and frontline delivery.

This work by Council services will be supported by a corporate Sustainable Development Action Plan to embed sustainable development in the behaviours, culture and processes of the local authority. This includes streamlining processes wherever possible and supporting services to ensure the WFG Act is implicit in everything they do rather than a bolted on additional process.

Report of the Chair

Equalities & Future Generations Policy Development Committee

Workplan for 2019/20

| Meeting Date | Agenda items and Format |
|-------------------|--|
| 27 August 2019 | <ul style="list-style-type: none"> • Work Plan 2019/20 (Discussion) |
| 24 September 2019 | <ul style="list-style-type: none"> • Consultation and Engagement Strategy 2020/23 • Co-production Strategic Framework |
| 22 October 2019 | <ul style="list-style-type: none"> • Presentation on Climate Emergency Actions and Climate Charter • Strategic Equality Plan Working Group |
| 26 November 2019 | <ul style="list-style-type: none"> • Gender Pay Gap Report – Action Plan Update • Human Resources & Organisation Development Report – Presentation • Update on Co-production |
| 17 December 2019 | <ul style="list-style-type: none"> • Update on progress to Council Notice of Motion relating to Climate Change Emergency • Sustainable Development Policy |
| 28 January 2020 | <ul style="list-style-type: none"> • CANCELLED (Workshop held - listed below) |
| 25 February 2020 | <ul style="list-style-type: none"> • Energy Strategy Update • Feedback from Workshop on the Strategic Equality Plan. (Verbal) • Update on Sustainable Development Policy. (Verbal) |
| 24 March 2020 | <ul style="list-style-type: none"> • CANCELLED |
| 28 April 2020 | <ul style="list-style-type: none"> • CANCELLED |
| 21 July 20 | <ul style="list-style-type: none"> • Update on Co-production • Human Resources & Organisational Development Update • Discussion on Black Lives Matter Motion |
| 29 September 2020 | <ul style="list-style-type: none"> • Energy Strategy Update • Sustainable Development Policy Update • Feedback on Black Lives Matter Motion |

| Workshops | |
|-----------------|-------------------------|
| 28 January 2020 | Strategic Equality Plan |